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THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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MR. ED. W. LUEDEMANN
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We can only rise to God through the souls of our fellowmen. Wherever a man suffers through the oppression of error, of injustice, of tyranny, there is your brother.

Joseph Mazzini.

THE COLUMBIA CAULDRON

Published Monthly

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THE INDUSTRIAL VISION

By Oswald Garrison Villard,
Editor, "The Nation"

THE TASK OF REBUILDING

The rebuilding of an ancient commonwealth! What could be more fascinating for men of vision, purpose and power, determined to set free the victims of priests, princes and czars? To this task the Bolshevik leaders have set themselves with absolute determination and with such ability, intelligence and devotion that if this were happening under any other government under the sun the world would be ringing with their exploits and marveling at their daring and their triumphs. The traveler in Russia cannot witness it without being profoundly impressed by it, if he has imagination. He forgets that he is beholding a Communistic experiment because this industrial program is precisely what should be undertaken in China were it to be united under a similarly determined but non-communistic group of leaders; it is precisely what could and should be done in any backward or war-wrecked country, quite aside from any question of social changes. It is about what any group of capitalist leaders would have to do were they to drive out the Bolsheviks and themselves take charge.

For with the Revolution has come to the Russian masses a thirst for more tangible things, a demand for a richer as well as a freer life. This the Bolsheviks themselves fostered by their promises, voiced primarily by Lenin. They must, therefore, make good and so would any possible successors have to make good. Gone forever is the illiterate Russia of the Czars, in which millions of slaves of a fuedal land system went without shoes, without adequate clothing, often without sufficient food, without profit from the gifts of the machine age and from modern inventions. In the brief decade of Sovietism the masses have learned so fast to demand and to expect more goods and more opportunities that the Bolsheviks realize that theirs is a race against time. They must satisfy the workers. They must whip or cajole the peasants into line if they would succeed, and they cannot wait too long to produce the necessary goods, to reduce the cost of living, to render the habitually complaining peasant contented, lest a genuine opposition arise to dispute their iron-handed oppression. Work must be found for the additional millions who annually reach the age of economic self-support—there are three and a half millions added to Russia's population every year, and every time an agricultural machine displaces a peasant worker he goes to the nearest city for work. Hence their "five-year program" for the industrialization of Russia.

To me, I confess, there seems something profoundly anomalous in the attitude of the Bolsheviks toward the modern machine; they not only welcome it, but actually embrace it with the fervor of a most passionate lover. When I think what the machine age has done to America and to other countries by its exaltation of materialism, its enthronement of prosperity as the sole god of the people, by its creation of such a ghastly difference between the rich and the poor, by its regimentation, its standardization, and its effort to reduce every one to complete mental subservience to the status quo, the Bolshevik desire to put Russia on a plane with the United States overnight strikes me as being as contradictory as it is daring. To this, however, the Bolshevik economists with whom I talked replied that they were unafraid of the machine because they would not allow private individuals to master the nation through control and ownership of that machine. By joint ownership of it by all the people, they will, they declared, bend it to their purposes, and make it their slave without any deleterious consequences to themselves or their state.

They even hope to surpass this country by cutting out the waste which comes with the competition of private ownership. The head of one of the greatest Russian iron works, the historic Putilof plant in Leningrad, who had recently returned from a considerable stay in the United States, assured me that the great American plants devoted 40 per cent of their expenditures to advertising, salesmanship and other exploitation of their goods. In a non-competitive industrial state this disappears. Moreover, the Russian plant has an extraordinary low overhead in salaries to its executives. Thus, the head of the Putilof factory receives the regular Communist stipend of 250 rubles a month ($125) in addition to a modest apartment. A similar executive in the United States would receive between $50,000 and $75,000 a year, and would have at his service highly paid vice-presidents and assistants. The highest salary paid in the Putilof works is 300 rubles a month; it is paid to a non-Communist. If, in addition, the Russians succeed not only in industrializing their plants, but in infusing into their workers the spirit of working for all instead of for themselves, they will produce with a cheapness no capitalist industry can equal.

THE SPIRIT OF THE WORKERS

That they are perhaps already getting into their workers something of this spirit of laboring not merely for themselves and their unions, but for their fellow Russians, seems to be borne out by the testimony of an American engineer from Detroit. Him we found in Stalingrad erecting the buildings for a tractor factory which is expected to be producing at the rate of 60.000 tractors a year within fifteen months. I asked him if he felt the presence among the workers of any other motive than the wage incentive. He replied—before other witnesses —that he did. "I do not know," he said, "whether you would call it nationalism or communism or what you would call it. But it is there. It makes them feel they are working for others than themselves." In the great agricultural implement plant at Rostov-on-the-Don more than one-half the Communist civil engineers have declined as a matter of principle to accept higher wages. This is not an isolated case. Incidentally, the Stalingrad American added his belief that when the Russian labor he was handling became efficient under adequate and sufficient foremen, now lacking, it would surpass American labor because of its greater stamina and endurance. The lack of foremen is extremely serious.

At present, however, the other industrial nations have nothing to fear from Russian competition. It will be generations before the Russian factories now planned can supply the wants of their own people. Not all of those we saw by any means are working their labor efficiently at present. Some were; as, for instance, an extraordinary newsprint mill on the Volga above Nizhni Novgorod. Here was the latest pulp and paper-making machinery—there are only five such mills in all Europe (though there are a considerable number in the United States). Everything about it was up to date; the workers, wisely enough, were nearly naked, revealing superb bodies; the engineers, here as everywhere, were young and able, some with American and Canadian experience. Elsewhere the control was often slack; the dearth of foremen was manifest. The flow of raw materials to the machine was inadequately organized. At Dnieprostroy 12,000 Russians are doing what 3,000 or 3,500 Americans would achieve. Everywhere, however, were competitions in efficiency between shifts, banners urging greater speed and accuracy for the sake of the country and the cause, and lunch-hour entertainments of music interspersed frequently with shop talks. Everywhere there were pictures, or tables, showing what the factory has produced and what it is expected to produce under the five-year plan. It is a common event for the workers of a factory to sign a manifesto against the shortcomings of the plant and to pledge themselves to end waste, delays and inefficiency.

INEFFICIENCY OF CRIME

I have said in a previous article that Russia is the only country in which inefficiency is a crime. One American engineer told us that he was informed immediately on his arrival that it meant life-imprisonment if he were caught grafting. (He opined that we should have to have many more jails in the United States if there were any such policy here.) He told of a man about to go on trial for delaying the work by failure to move some great piles of gravel to the point where they were needed. After we left Russia it was announced that nine directors and engineers of the Shipbuilding Trust were to be tried for building unseaworthy ships, and delaying and sabotaging the work. If they are found guilty they are likely to be shot, as were the unfortunate engineers who were executed after trial for sabotaging the work in some mines in the Donetz basin in 1928.

Grafting by a Communist is a deadly sin. One hears much outside of Russia of the higher-ups privately lining their pockets. I did not find any reliable observer in Russia who took any stock whatsoever in this. Colonel Hugh L. Cooper, the distinguished American engineer who is supervising the construction of the great Dnieper River power plant, informed the American press men in August 8 last that he had disbursed under the Soviet $600,000,000. "The most glorious thing in Russia," he added, "is the absence of graft. There was not a kopeck of graft in all these millions —not even a suggestion of it." Yet I find, on my return, that American cynicism—and corruption— is such that few people will believe that the Russian government is free from graft. The very exclusion of Stalin and other Russian leaders and their refusal to allow themselves to be written up or to be hobnobbed with by foreigners and correspondents would ordinarily make for gossip; but the Moscow correspondent of the Associated Press cabled on July 21 last that the only gossip connected with any of the leaders was to the effect that two of them occasionally indulged in too much liquor. A similar analysis of public men in prohibition Washington would hardly limit the number of over-imbibers to two!

There is still another fact about the Russian industrial revolution which may in the long run be serious for business competitors. The Russians are doing their utmost to release and bring out the creative abilities of the plain workingmen. I think that every member of the unofficial delegation of the American Chamber of Commerce which accompanied would agree that the men we encountered at the head of the great enterprises or in high government office were an exceedingly impressive lot. All of them were in their forties, but, far more significant, the most striking were men who had themselves toiled at the lathe and at the work bench. The head of the Putilof works, whom I have cited, worked at a lathe until the war came; his technical education he acquired at night. No one could talk with him and not believe that he knew his business from A to Z. The head of the Nizhni Novgorod Soviet was formerly a machinist familiar with most of the large metallurgical plants of Russia. Mr. Ivanov, the head of the tractor factory in Stalingrad, the son of a workman, himself labored with his hands, obtaining only a public-school education. Later he saved money and took special courses. These were but a few. I am aware, of course, that many, many examples of men rising from the ranks could be cited in America—Ford, Schwab, Edison, and others. Yet I cannot but feel a marked difference in emphasis. There are exceptional plants in America where the aid and counsel of workers are sought and their ranks searched for able men for promotion. I doubt if there is a single American factory which has on file 1,400 suggestions and inventions received from its 2,300 workers in one year, as is the case in one Russian works. In Russia this bringing out of the creative impulses of the workers is a fundamental government policy.

As for the control of their workers, these heads of industry declared that their word was final except in occasional cases which were taken to the Labor Court. The chief of the Putilof works declared that he was quite sufficiently in control to consider himself the final arbiter. Since my departure from Russia the government, if press dispatches are to be trusted, has itself further weakened the democratic control of industry by the workers in it and has given to the heads of the factories almost as much arbitrary power as have similar heads in capitalist states. This is another effort to speed up production and end waste.

SHORTCOMINGS OF THE ENGINEERS

It needs, of course, all the engineering training and experience, administrative and executive talent it can find; the lack of them, as in the railroads, is often serious. The Russian engineer is one of the highest-grade technicians to be found anywhere in the world. When it comes to practical matters he is often lacking. Frequently he has not proper respect for manual labor. But he has vision—if anything, too much. It is related of one of the numerous American engineers in Russia that he was asked to study a new electric-power project involving $50,000,000. He read it, laid it down, and then said: "I wish one of you fellows would come to my hotel and fix its electric elevator. It isn't working." His auditors left, insulted and indignant. In a week they came back, saying: "We get your point." It is a lesson the Russian in many walks of industry deserves. He can see a great need, plan for it like a field-marshal—or rather as no field-marshal ever planned—and then forget the details or try to go too fast. The engineers at Dnieprostroy and Stalingrad probably no more overshot estimates than do the average American en-

gineers who have often wrecked new and old enterprises by their blunders or by underestimating costs. Beyond doubt some of the great plants are ahead of any demand in the section in which they are placed. The officials admit this and then tell you just how many towns of 250,000 people will spring up within five or ten years to absorb the surplus power. They have just (October) let the contracts for a town to cost $300,000,000 to be built alongside the Dnieper dam —$100,000,000 of which will go for American equipment—to house 300,000 people. It is proof of their foresight that the very expensive office building used for the dam construction is to become the administration headquarters of the new city.

Wasteful, the American engineers call this policy of anticipating needs. The Bolshevik smiles. He knows that this is not a case of making private profit; that his government is bound to care less whether an auto factory or a synthetic nitrogen plant makes money than would a private man risking all his capital. The Bolshevik government is, or should be, looking at the problem as a whole. It can pool the profits and losses of a whole nation's businesses. It can afford to take many losses if by doing so it meets pressing needs and provides for the future. It must, as already explained, work with the utmost speed and it knows that such speed means hastily drawn plans, with increased opportunities for error. And it must, by reason of its humane and wise code for labor, do things which no private employer would think of undertaking. We drove one day into a great new plant. The factory buildings had not progressed beyond the foundations, but there stood a number of most impressive apartment houses for workers, each apartment with all modern equipment, including a bathroom. "Cart before the horse," said the fellow-traveler, an American engineer, who sat next to me. "The idea," he said, "of building such costly barracks for workingmen before you put up the plant and find out whether it will pay! We'd put our men in huts till we found out." A Russian nearby looked amused. Later he said quietly: "That is just the difference between your system and ours. Our creed is to consider our workers first and profits next. We could never ask our workers to live in shacks." There was an American engineer employed in this plant. He took the Russian's point of view, saying with heat: "It was just the right thing to do to look after the laborers first. They'll get their money back in good-will and far greater efficiency."

A TREMENDOUS DANGER

Our visiting engineers and business executives could not, however, get over their belief that all this haste and speedy planning, this pouring of millions of rubles into plants without even a guaranty of sufficient capable foremen, engineers and executives might easily lead to the entire collapse of the Soviets. There is undeniably much force in their contention. Losses after a certain point will count and will cost the people dearly in heavier taxes or heavier cost of living, or in gradual wrecking of the entire financial system by the depreciation of the ruble. At the very least they would curtail the speed of production and limit the program of future years. Again, there is tremendous danger in the fact that the Soviet officials control the bookkeeping. There are no independent committees of audit, any more than in the Italy of Mussolini. Every American executive knows how easy it is to fool oneself and others by bookkeeping devices. The Soviet managers not only have this temptation, they are also on both sides of the fence as manufacturers and consumers. If they find that a tractor factory is not making profits, what is to hinder their raising the price to themselves —in the form of their trusts—to the rich peasants, to the co-operatives? No one can stop them. Few will criticize—if any. Finally, the temptation to show the capitalist world, at any cost to themselves, that their system is successful may prove perilous to a degree, if not their economic undoing. This is in part what some of the Moscow correspondents had in mind when they said to me that if the Soviets last through the next four years, they will hold Russia for generations.

It would take the canvas and the genius of a Tolstoy or a Dostoevski adequately to portray all of this wonderful activity. It has, I repeat, in many of its aspects nothing to do with communism. As it is, the number of new plants and new industrial enterprises is overwhelming. At Leningrad the Soviets are far along toward the completion of the greatest lumber port on earth—four ports in one—with all the work of handling done, a minimum by human labor and a maximum by electricity. It already exports 1,000,000 tons of lumber annually. The Dnieper power plant is to be the largest in the world. They are building a merchant fleet of six hundred steamers. The railroads are being modernized with

amazing success and greatly developed; they are operating 50,000 cars daily as against 20,000 three years ago. Everywhere we went there was feverish activity; everywhere the claim that where industry had not far surpassed pre-war activity it was close to it. It is impossible for a layman to understand how so much could have been done in so short a time; how such a vast machine, whatever its defects, could be built so rapidly and work so well; and how the stupendous sums necessary for it are obtained. It is a gallant, far-sighted, magnificent effort to rebuild an ancient commonwealth and to bring relief and happiness and well-being to one hundred and fifty million souls.

The above article is the second in a series of six which the distinguished editor of "The Nation" has written after his return from an extended tour of Russia. We want to express our appreciation and indebtedness to "The Nation" for permission to reprint this article here. —Editor.

TOO LATE

He was hard up, desperately hard up. He couldn't meet current bills, his insurance had lapsed, and his name had been posted in his favorite club for non-payment of dues.

At last he confessed to his wife, and for the first time in his life seemed to be willing to accept her advice.

After hearing him out, she nearly killed him with joy by the presentation of a Savings Bank Book, showing a balance of something over a thousand dollars.

"Where under the sun did you get all that money?" he demanded in astonishment.

"Why," she said, "every time you kissed me, I put a dollar in the savings bank."

"Good night!" he thought, remorsefully, "If I'd done all my kissing at home, I'd be a millionaire."

"What fo' you name yo' baby 'Electricity,' Mose?"

'Well, mah name am Mose, and mah wife's name am Dinah, and if Dinahmose don't make electricity, what does dey make?"—Tit Bits.

DAMAGES ENOUGH

An elderly negress has sustained injuries in an accident and the claim agent was having difficulty in getting her to come around to his way of thinking in the matter of a settlement.

"Surely, Mandy," he said, soothingly, "you wouldn't think of suing us for damages, after what I have offered you."

"Damages, white man!" she replied scornfully, "Ah, already gotten moh damages than Ah wants. What Ah craves now is repairs."

AMERICA, LAND OF DEBT

Figures show that 303 people out of the 1,000 in England are saving money, while in America only 99 out of 1,000 are saving anything.

Fully 20 per cent of American prosperity is due to debt. People are buying as much in one year as they can pay for in two years. There is more debt per capita in the United States than there is in any country in the world.

The final result may not be known for several years.

A PRAYER

Grant us the will to fashion as we feel,
Grant us the strength to labor as we know;
Grant us the purpose, ribbed and edged with steel,
To strike the blow.

—John Drinkwater.

EDITORIAL

The League for Industrial Democracy held its annual conference at the Reynolds Club, University of Chicago. on December 26 and 27, 1929. There were present about one hundred and fifty students, college faculty members and educators, as well as a fair number of representatives of the general public.

The conference had for its general theme the subject of "Our Machine Civilization," and all its sessions were devoted to a discussion of one or more aspects of that many sided and complex subject. The program was so divided as to include lectures and discussions in the following order:

(a) The effect of the machine upon the worker.

(b) Social changes necessitated by the development of the machine.

(c) Education and the machine.

(d) Politics and our machine age.

The conference began its deliberations with the assumption that the most outstanding feature of our modern life is the influence which the machine—within industry—is exerting upon the lives of individuals, communities, nations and the world, and then sought to find out how this influence worked and with what results for all concerned. Finally, an effort was made to discover whether it was possible to change the social situation, making the great majority of men and women masters of the machine, instead of servants of the machine as they are today. The general view taken of the machine in industry is that it affects the workers unfavorably, because it so often works and runs at such a pace as to exhaust them nervously and to weary them physically long before each day's work is concluded. Machine-tending is the calling of millions of men and women in our towns and cities today, and it needs only a casual glance at very many of them to see that they are as one writer has called them, "weary, burnt-out souls."

Most machine tenders would gladly quit their jobs, but our economic and social arrangements make such a course impossible for wage workers; they are free only in a superficial sense; in actual fact they are tied to their jobs almost as completely as were the slaves in days gone by; they have to endure what they cannot escape.

The effects produced by the machine upon others, who live and work in less close proximity to it than those described above, are more subtle and more difficult to detect, but they are, nevertheless, equally certain and positive.

The tremendous power of the machine is felt by all, for individuals and communities have become dependent upon it to a greater extent than ever before. Throughout the civilized world, machine industry holds undisputed sway, and its potency in fashioning the lives of all citizens can no longer be questioned.

Social life today is very different from that which existed in the pre-machine age, and most of the major changes which have taken place during the last century and a half, if not all, have come as a consequence of the continuous growth and development of the machine. The evolution of the machine goes on apace. Men of science are continually experimenting with new and better appliances; inventions are being made almost daily — all of which make for greater technical efficiency in the field of industry and for the creation of a greater and greater mass of wealth in all the civilized communities of the world. This industrial evolution is not consciously planned as a whole, and in the main, it proceeds without any regard to the effect it produces upon society.

Meanwhile society struggles to adapt itself to industry and the result is in no wise gratifying to see. In no particular can we see how industrial development runs counter to the general interests of society more clearly than in observing the great armies of unemployed people, which are to be found everywhere today —in America, Britain, Germany and even in Russia. Here we find the case of millions of men and women made redundant or unnecessary by the improvement, perfection and development of the machine—and finally, many of these become charges upon society; that is, society has to maintain them in one way or another. The problem is a tremendous one, and nowhere can it be shown that society has been able to manage it with much success.

Society's attempts to cope with the problems which our machine age presents are feeble and largely ineffective, because our machine civilization is dominated by the motive of private profit or gain, and wherever the struggle assumes the shape of a fight between the interests of the individual and those of the community the latter are generally sacrificed. To members of the L. I. D. conference, it seemed that the situation described above could only be changed for the better by a change in the outlook of the majority of the world's citizens. The passive acceptance of our present arrangements, political, social and industrial, alone accounts for the many maladjustments which we see on all hands. Men and women must cease to take for granted the present state of things with all the pain and suffering which that involves. Our politics, our industry, our social organization are all the products of men's hands and men's brains. They are not heaven-ordained. They have been fashioned and built by men; they can be changed by men.

The concept that men and women exist for industry is pagan like and brutal; it is wrong. Industry exists for men, from the moment they choose to make it so.

Our education is as much colored by our ideas about industry as by anything else. In just the same way as we concentrate upon quantity rather than quality in the factory, so do we boast of the numbers who attend a nearby high school or our state college. The quality of the product is almost entirely forgotten. In schools and colleges, too, we find the same set-up as in industry, the difference being that instead of a board of directors we have a committee and instead of a factory manager a principal; but the relations between the various people within our educational system resemble closely those that exist within industry. Indeed it is popularly believed that the primary function of our school system is to train boys and girls so that they might take their places and work efficiently within industry; there is little thought given to the effect which this kind of education has upon those who receive it and little regard paid to the kind of citizen it makes. Our political life is dominated by the state of mind which subservience to the machine creates; we look upon community government and state and national government as a matter which can and ought to be left to our industrial magnates and merchants; our imagination seldom soars high enough to envisage the harm done by our willingness to hand over public offices to those who run our industries for private gain.

Social and industrial changes are urgently needed; they will come only when the workers within industry everywhere recognize that they must use their votes intelligently with a view to making these changes.

There is a growing appreciation of the many inadequacies of our capitalist system; this is very apparent among the thinking youth of America. This appreciation is slowly penetrating into the ranks of labor. As our understanding of economics and sociology increases and widens, and as our understanding of the machine and its influence becomes clearer and deeper to us, we shall make headway in changing the shape and character of present-day society.

The League for Industrial Democracy is rendering a valuable service in teaching the youth of America the facts about the world of industry, the evils existing and the changes necessary. Much has been achieved when the more thoughtful members of the community have been shaken into a realization of evil conditions, and, as human nature can never be inactive, good changes are sure to follow.

WENDELL'S WIT

A clergyman once attacked Wendell Phillips for causing what he called an unfriendly agitation in one part of the country about an evil that existed in another part.

"Why do you not go South and kick up this fuss, and leave the North in peace?" exclaimed the accuser.

Mr. Phillips was not in the least ruffled, but said smilingly, "You, sir, are a minister of the gospel, are you not?"

"I am, sir."

"And your calling is saving souls from hell?"

"Exactly."

"Well, then, why don't you go there?"

SPEEDY STUDENT

The young man had just driven home from college at the close of the term. "Did you pass everything?" anxiously asked his mother.

"Everything but two Buicks and a Hudson. Darned if they mustn't have had airplane motors in 'em."

ANSWERED

Professor: "Can you give me an example of a commercial appliance used in ancient times?"

Student: "Yes, sir, the loose leaf system used in the Garden of Eden."

FOR THE CAULDRON

To Employees and Dependents:

Since the first of the year the company has assumed the responsibility for the medical care of its employees' dependents in full. That means that each employee's dependent is entitled to the specific care of our doctor or doctors recommend by him. It means also that the company oculist and dentist are at the disposal of dependents in just the same way as they are at the disposal of employees themselves.

The working out of this scheme of medical assistance for such a large body of people is complicated and difficult, and it cannot be done without the most complete co-operation of everybody concerned. There are a few elementary principles that must be observed by all before we can hope for much success in this matter. The first of these is that all contacts with our doctor should be established through the company office except in cases of emergency when an employee or dependent is justified in calling in our doctor to give whatever assistance is necessary. If this plan is not followed, there must ensue a great deal of confusion both with regard to the obligations of the doctor himself and our own financial obligations to him and others. It is highly desirable that a record be made in our books of all services rendered and all payments made for such services. We cannot urge too strongly upon our employees to bring all their health problems to the notice of the health committee, and to have them handled through that medium.

Another principle of importance is that patients upon whom our doctor or doctors attend should give the maximum co-operation with a view to either protecting themselves from an illness or recovering from one. The patient's attitude towards himself and his doctor is as important an element in the success of a medical scheme as any other that we can think of.

We have launched this scheme upon the assumption that each one is desirous of making it a successful venture. It will probably cost us $10,000 a year to run, but we feel confident that this activity is going to result in so much added security and enjoyment of good health that it will mean a great deal to all those who work with us and those who are immediately dependent upon them.

In closing we again seek to impress upon our employees and dependents the tremendous importance of co-operation in the conduct of our health scheme. If we get that, we feel quite certain that the outcome will be a very happy one for all concerned.

For the Health Committee,
ESTELLA FRANZ.
JACK EVANS.

ERMAN INDUSTRIES AT CLOSE RANGE

Prior to the meetings of the Continuation Committee and the Commissions of the Universal Christian Conference on Life and Work at Eisenach, Germany, September 2-9, arrangements were made by e International Institute of Social hristianity at Geneva, in collaboration ith the Rev. Ludwig Rodenberg, social astor of the province of Thuringen, for isits by a party of the delegates to the otash mines west of Eisenach, the Carl eiss optical factory at Jena, the Mauion chocolate factory at Saalfeld, and e home industries of southern Thurgen centering at Steinach on the bor- er of Bavaria. These industries were elected partly because of their natural terest and partly because of the impornt social problems and attempted soluons which they offer for study. The arty included Professor Titius of the niversity of Berlin, chairman of the nstitute; Dr. Adolf Keller of Geneva, its ecretary; Dr. Hans Schonfeld, German ollaborator; Dr. Georges Thelin of Geeva, representing both the International abor Office and the Social Institute; irchenrat Otto Volk and Dr. Erich eichart, economist, of the Consistory of isenach and Menn of Dusseldorf, and r. Worth M. Tippy, secretary of the ommission on the Church and Social ervice, who has prepared the following ccount of the tour.

The general plan of the visits was haracteristic of German thoroughness. irst, the party was formally received by director or other high official and the rogram for the day was explained. A isit to the mine or plant followed, under e guidance of the head of a departent, who explained processes in detail. director of the company lectured on e industry, its history, processes, marting, relations to labor and social polies. General discussion and questions llowed. The Germans are punctilious bout formalities, but it was soon found at questions might be asked freely, and ould be answered frankly, objectively nd in detail.

HE KALI (POTASH) INDUSTRY OF THURINGEN

The kali industry of the state of Thurgen in the so-called "Werra District" ates back to about 1900, but its presnt extent is a post-war development. Northern Germany was once a sea bed which dried slowly, precipitating the salt contained in the sea water; on top of this, new strata of soil were deposited. Hence, enormous layers of rock salt are found in almost the entire district, at varying depths—in the Werra workings at a depth of 1,200 to 1,500 feet. Imbedded in this rock salt are other salts and in Strassfurt, Magdeburg, Halle, Hannover and Nordhausen valuable deposits of potash. In the last named section there are two strata of potash, one lying about 100 feet below the other, each averaging seven feet in thickness, and in places reaching fifteen feet. The entire area is about 75 kilometers long —from Eisenach in the northeast to Fulda in the southwest—and about 35 kilometers wide, the western portion lying in the former grand duchy of Hesse.

Rock salt has been mined for centuries Potash was first found in 1860 at Strassfurt, but was considered of no value and thrown on the dump. Later this very waste was recognized as being highly valuable and worked over into potash. After the loss of the potash mines in Alsace, German scientists and technicians turned their attention to the exploitation of the Thuringen potash salts, and the major development of the potash industry there has taken place since 1920. The potash deposits contain on the average from 12 to 15 per cent pure potash, though in parts the percentage of pure stuff is higher. Through a peculiarity in the natural precipitation, the Thuringian salts contain sulfate admixtures which are not found in the Alsatian potash salts. Sulfate potash salts are especially well suited to many plants, for instance, to cultivated tropical plants, and, in the irony of events, the grapevines of France.

The entire German potash industry employs in the mines and in the factory refining processes about 23,700 laborers, and 2,230 other employes. The total output in 1928 was valued, in round figures, at 220,000,000 marks, or $55,000,000. The German mining processes are scientifically worked out in every detail. The deposits are bored and blasted and carried by heavy iron scrapers to the underground cars which are automatically filled. The cars are run to the shafts by cables, and the potash is either carried to the surface in the cars or in great elevator bins. All machinery is electrically driven and the boilers are stoked by automatic feed. Compressed lignite is used for fuel. Railroad cars are loaded in 4½ minutes by electrically driven cranes. Besides important nitrates, bro-

mides and other chemical by-products are extracted. A great variety of machinery is used and the number of workmen seems small in contrast with the magnitude of the industrial plant.

The main interest of the party was in the social aspects of the industry—working conditions, wages, housing, the training of apprentices, union agreements and the spirit of the workers. It was soon evident that Director Carl Liesegang had studied the social aspects of management as well as technology. The entire kali industry is subject to uniform wage tariffs, social insurance and regulations governing working conditions which have been entered into by representatives of the employers, the unions and the government. Working conditions are very good. The mines are dry and clean. The air is pure and the ceilings high and firm. The eight-hour day in three shifts is in force with slight exceptions. Sunday is a holiday, except when repair work is urgently needed.

Marketing is managed by the German Potash Syndicate. There is an agreement with France by which 70 per cent of the total European export of potash is allocated to Germany. The industry has been regularized by means of storage and marketing agreements so that there is little idle time. Wages average between $1.75 and $2.50 per day, according to output. When the cost of living is taken into account they do not compare badly with wages in America. The workers in the kali mines are better off on the whole than American miners and workers in the textile industry of the United States.

Before the war these parts of Thuringen were largely rural. The land is not rich and is mainly given over to extensive and beautiful forests of fir and deciduous trees. The people of the villages were consequently poor and before the potash mines were opened had little opportunity for remunerative employ ment. Everybody now has work in factory or mine, and there is an atmosphere of well-being throughout the area. A large percentage of the workers own their homes. Houses are of hard brick or hard stucco facings on brick, resting on concrete foundations, with red tile roofing. Each home has ground for a garden, flower beds, ornamental vines, shrubs and fruit trees. The house usually has three rooms and a kitchen downstairs, and three rooms and a kitchen upstairs, running water, toilet and electric lights. In the basement are laundry and storeroom, and an outbuilding is provided for wood, garden tools, chickens, pigs or rabbits. The houses cost from $2,500 to $3.000 and the owner rents the upstairs for from $6.50 to $7.50 a month. The company loans its architects to design buildings and, without exercising control, appropriates capital to a building and loan association which loans to the worker at from 3 to 3½ per cent. The worker receives a deed when a moderate capital payment has been made. The company does not attempt to control the civil community as is often the case in American mill villages.

The worker in the potash industry comes out of the mine or fabrication plant to charming valleys and hills covered with evergreen forests. He may join the women in the fields in the summer time or work in his own garden, or sit at a table with a glass of beer and his pipe, talking with his fellows as the Germans love to do. Usually he digs in his garden, for he is saving and industrious.

The party visited an admirable trade school at Wintershall and a technical high school at Vacha, to which young people come from a considerable area. The trade school at Wintershall is for boys, since women do not work in the kali industry, and the unions have agreed to the training of apprentices in trade schools. The course covers four years and combines study with work at machines. The boys learn to make a series of machine parts used in the industry and they receive from $2.00 a week the first year up to $4.50 a week the fourth year. They work with a fine earnestness. Dr. Thelin asked one boy of fourteen at a lathe if he liked his work, and why. He said, "Yes! It is beautiful." When asked, "What do you want to do in the future?" he shot back, "To study engineering."

The homes were neat and attractive, the people mentally quick and friendly. It must be remembered that this is the loveliest part of Germany, unless the Rhine province may be thought as beautiful, and that it is a favored industry on account of the world's great need of potash for fertilizer. The work in the mines is laborious, and there is much dust in a few of the processes of the fabrication plants. Nevertheless, in contrast with the disagreeable mining towns of Indiana. Pennsylvania and West Virginia, especially in the bituminous areas, there are cultivation and beauty in Thuringen. Even the Ruhr valley is a paradise beside our American bituminous coal fields.

ZEISS OPTICAL WORKS, JENA

The party spent two days, September 26 and 27, in the potash fields. On the 28th, they were driven in the early morning from Eisenach to Jena, where they visited the Carl Zeiss Optical Company. This is the most famous optical works in the world. Situated in the heart of the city of Jena near the university, it is as much a scientific laboratory as a fabrication plant. Two hundred fifty persons are employed in research, of whom 80 are scientists. Some of them are men of eminent attainments. At present, 5,000 operatives, apparently half of them women, are employed in the glass factory and optical plant. The company manufactures microscopes, telescopes, binoculars, camera lenses, optical lenses and various scientific instruments. During the war 2,000 persons were engaged in the manufacture of range finders and other military instruments.

The visitors were shown through the departments painstakingly. It is impossible to describe the processes in a brief space. The important thing is that the work is scientific and of great precision, that while testing, correction of lenses, and many other processes are necessarily performed by hand, most of the cutting, grinding and polishing is done by machines run in batteries as in a textile factory. Large numbers of small lenses are ground at the same time, the glasses being imbedded in hard wax in hollow half spheres or on convex half spheres.

Since the industrv has been growing for over eighty years, some of the buildings are old, but these are being torn down systematically and the factory is being rebuilt on uniform and modern lines. But, as it is, light is good, and health, safety and general working conditions are superior. The eight-hour day is in force, and the industry shares in the national social insurance working agreements with the unions for the whole industry, which include local works councils. Wages are high for Germany; employment is steady throughout the year; vacations of three weeks are given with pay.

To understand the social policy of the Zeiss Company, one must go back to 1846 when Carl Zeiss, an optical workman of Weimar, came to Jena. At that time one man made a lens by himself; now it is the work of 35. Carl Zeiss saw that the number of optical instruments was wholly inadequate to the needs of science and industry. He selected Professor Abbe, the son of a textile worker, as his scientific associate. Professor Abbe was an extraordinary man, one of the great spirits of his generation. When Zeiss died 50 years ago he left everything in Abbe's hands. Abbe developed the industry so that it became largely his creation, and when he died he left it to a permanent foundation to be managed for the benefit of the workers, the city of Jena, the university, and for the advancement of the scientific and social aspects of industry.

Professor Abbe would never accept a salary above 12,000 marks, or $3,000, holding that no man in management is entitled to receive more than ten times the average wage paid in a factory. He trusted to social and scientific incentives, and the industry was to him a social trust. He withdrew from the church because of its social inaction and because of its theology, but he refused to join in criticism of religion.

When Professor Abbe died 25 years ago the Carl Zeiss Company had become a large and famous institution. Its capital investment ran into many millions of marks, and two-thirds of the inhabitants of the city of Jena were connected with either the optical or the glass factory. Its microscopes were in every college laboratory.

Abbe's will created the Carl Zeiss Foundation, a social, industrial foundation in a world of capitalist enterprise. There is only one other such in the world, we were told, and that is at Copenhagen. The control of the foundation centers in a board at Weimar, under the ministry of the state of Thuringen, but initiative is left with the four directors of the plant at Jena. All profits must be used for the social aims of the foundation. The foundation itself is immortal, independent of individuals, a kind of social legacy to be kept to its purpose by the will of the founder. Not all the scientists who come to the factory have the social spirit, but they are controlled by the statutes and educated into the spirit of the institution. Professor Abbe aimed at the creation of a living thing, and so farseeing were his plans that no German industry went through the inflation so safely, although its pensioners were paid in gold.

Twenty-five years after Abbe's death the enterprise goes ahead with unabated vitality. Although high executives are still paid at the Abbe rates, the industry holds them by its scientific spirit and its generous social aims. "Everybody knows," said the director, Dr. Schomerus, "that he does not work for a private capitalist, but for himself, for his family

and for the social welfare. The feelings of suspicion and often of bitterness which are often found in large industries do not exist at Jena. There is happiness in work, and close co-operation between management and work people."

The social organization has been the growth of many years. The prime object has been to secure the independence of the worker. Personal religious and political rights are guaranteed. When asked his attitude toward communist workers, Dr. Schomerus said that the management were not disturbed by their presence in the force. A few communists would be good for the enterprise, he thought, because they would arouse thinking, but he would not desire to have them in a majority. There was a period after the revolution when the communists were in control of the works council. The company was then willing to go a long way in dividing responsibility but the works council hesitated to accept greater responsibility and finally the company withdrew the offer. Since then the socialists have twitted the communists with their lost opportunity.

The company has developed institutions to assure financial independence to the worker, such as the building and loan association, vacations with pay up to three weeks, a minimum wage increasing with age, pensions for invalidity and for old age after sixty-five, and a pension claim after five years' service. In case a worker leaves the company or is discharged he has a right to indemnity. He cannot be discharged at the will of his employer for personal differences; he must have notice if serious charges are made against him, and every case of discipline is carefully examined. A workman may use strong words against his foreman without imperiling his position. The uncertainty of his position is, therefore, definitely reduced.

Dr. Schomerus agrees with Mr. Ford that the experience of the older men is a great economic asset. The average age of the factory worker in Berlin is 28, in the Zeiss Works, 38 to 40. The advantages of age are obvious, he said. The older men are dependable and their experience and skill are specially important in the manufacturing of optics.

As to profit sharing, Professor Abbe never set much store by it. He considered indemnities more important. The directors now think he underestimated its importance. The company has paid yearly bonuses of from 4 per cent during the war to 7 per cent in 1927 and 9 per cent in 1928, amounting to from 200 to 250 Reichsmarks for each worker. The bonus is paid at Christmas time.

The eight-hour day has been in operation since 1900. It was introduced after an exhaustive study of the social and economic effects of work days of varying lengths, which was one of the earliest studies in fatigue and efficiency.

The Zeiss Company has never built houses for its workers. They consider that this contributes to a dependent status and makes it possible for the worker to be exploited by the capitalist. Instead, the directors have stimulated the founding of outside building and loan associations and have contributed capital from surplus to them. For the same reason the public library is administered by a private society. The company makes annual appropriations, but leaves the library board free and does not attempt to influence its policies. The company has given several buildings to the city, especially for young people's use. It maintains a welfare worker for women, mostly for educational and recreational work, but does not attach great importance to what is being done.

When questioned about the works council of the optical plant, Dr. Schomerus said that it has had an important place in the works since 1920. It is made efficient by a committee system. The council has little to do with policies of the company but deals mainly with the personal rights and welfare of the workers. This seems to be characteristic of German works councils. They represent not so much participation in management as participation in the control of shop discipline and regulations governing employment and work. The workers are, however, kept informed of the affairs of the company. There is a representative for every 15 workers, to whom each may go with any grievance, unless he prefers to go direct to his foreman or superintendent.

In response to an inquiry regarding the disposition of surplus profits, Dr. Schomerus explained that wages are fixed by national agreements. The company bonus is in addition to this wage. The remaining surplus is used for the development of the works; for insurance, pensions, indemnities and the like; for the University of Jena, especially in research; for the welfare of the community through the public library, a hospital for children, the vacation houses which are a feature of German open air life, public baths and social centers.

Dr. Schomerus said that the directors hope for a new type of industrial relationships, but warned his visitors against over-estimating what has been done. Jena is sometimes pictured as an earthly paradise, he said, but it is not so. Nevertheless, Professor Abbe's vision has been tested not only by time but by the war's ordeal of fire and the terrible anarchy of the inflation period. It cost the company 1,000,000 Reichsmarks to make good their pension and indemnity obligations in gold when the inflation destroyed the value of accumulated reserves, but they paid in full. They had to train 10,000 new workers in war time and to take back their men who returned from service. Their only peculiar advantage is in experience, skill and social and economic policy. Their competitors are mostly in England and America, where optical industries were greatly developed during the war. The Zeiss industry, however, asks no tariffs. Professor Abbe never patented inventions or processes. and finally gave away his whole fortune.

MAUXION CHOCOLATE WORKS

Leaving Jena at dusk, the party was driven south for an hour to Saalfeld, where they were shown the manufacture of chocolate, from the cocoa beans imported in large sacks direct from the tropics to the finished product. The works are beautifully clean. Every possible part of the manufacture is done by machinery.

The Mauxion Works, in contrast to the Carl Zeiss Optical Works, are a strictly private and capitalist enterprise. The factory was moved to Saalfeld from Berlin before the war for economic reasons. It employs 2,000 persons, three-fourths of whom are women. The men do the heavier work. The industry is seasonal, and the company has not yet been successful in its regularization, because much of the product, which consists of nut and fruit candies, cannot be stored for any considerable length of time. The factory was operating at the time of our visit on one eight-hour shift, but three shifts are worked in the Christmas season. The seasonal unemployment is partially relieved by arrangements with other industries in the town which employ part of the working force during the slack period in summer.

Working hours, safety devices, wages, shop agreements, workers' representation and social insurance are fixed by national agreement or by state legislation as in the other industries visited. If the workers receive benefit from prosperity in addition to these standardized values, it may be expected to take the form of regularity of employment, bonuses, housing or other welfare measures. Housing or social institutions were not inspected at Saalfeld, but the visitors were told that Dr. Richter, the president of Mauxion, is interested in the development of the community of Saalfeld. Food is served at cost in the plant, and the company is building houses which are rented to the workers without profit. A substantial five roomed house with kitchen and bath may be rented at $10.00 a month. A recreation ground, with facilities for bathing and swimming, adjoins the factory on the north and a hospital has been developed for the larger community of Saalfeld. These facts reveal that, while socially minded, the independence of the worker is not safeguarded as at Jena. As long as the management is just and has social vision, the workers are for the time being safe, but their status is not secure.

HOME INDUSTRIES OF SOUTHERN THURINGEN

The drive from Saalfeld to Steinach lay through the low mountains of southern Thuringen, very like the Berkshire Hills of western Massachusetts, but more rugged. The valleys are carefully cultivated and the brooks flanked with villages. Otherwise it is a great and beautiful forest, mostly of fir trees. In these picturesque villages are carried on the sweated home industries of southern Thuringen. The party climbed the mountain side to a slate quarry where men, women and girls mine, cut, lathe and wrap individual slate pencils at 22 pfennige a thousand! Almost every slate pencil worker dies of tuberculosis because of the dust. Often the whole family dies out by infection. Conditions have been bettered by vacuum ventilators, but the industry is still hazardous. A little glass factory was visited which employs 500 people, 250 working in the factory and the others in their homes. In the factory they were making test tubes and medical phials. The workers, mostly young women, were doing very well, earning about the same wages as in the chocolate factory at Saalfeld. But in the homes the workers were blowing ornaments of glass for Christmas trees, such as we use in America, blowing, coloring and packing them at six cents a dozen. In one home a man, his wife and a sixteen year old son were making $1.88 a day between them. They work 12 hours a day in the slack season and 14 hours in the rush season. The average annual earnings per person were reported to be 600 marks, or $150. The company's contracts for Christmas tree ornaments are

with the Woolworth Company. The cheapness of these ornaments at Woolworth stores is understandable after such a visit to these sweated homes. And yet the Lutheran pastor said that the contract with the Woolworth Company was favorable to the Thuringian industry.

The situation in southern Thuringen is extraordinary. The people are so attached to their villages that few leave for the cities, and most of those who leave soon return. The problem of employment is serious. Most of the land is state forest and the staff of foresters is fixed and permanent. The existing industries are being slowly strangled by the competition of machine production in large centers, which can be met, as yet, only by low wages and by stretching the working day far into the night. The pastors of the area and Social Pastor Rodenberg at Eisenach are greatly concerned about the situation, and employers, work people and pastors are seeking a remedy.

One cannot generalize upon such brief and limited observations. It was but a glimpse into the vast industrial machine of Germany. However, the writer has now been twice down the incomparable industrial district of the Rhine from Basel to Dusseldorf and Duesberg, has driven up the Ruhr valley, visited the great harbors of Hamburg and Bremen, and the textile district of Plauen, Zwickau and Chenitz. Also, he was with a group which was shown through the Seaman's plant at Spandau in the west side of Berlin. It is difficult to speak with assurance but this much can be safely said. Germany is working with great intensity. Her people are serious, purposeful and alert. They have welded private initiative, science, invention, labor organization, finance and government into a great economic force. They are working under the conviction that a great wrong has been done them by the Allied Powers, and they are goaded by necessity and pride. The lot of the German factory worker in the industries visited seems to compare favorably with that of the American in everything but wages. His work day is shorter, his rights are more carefully safeguarded, and he is much better protected by social insurance. Labor organization is taken as a matter of course, including workers' representation. The social status of the worker and probably his opportunity to educate his children are better in America than in Germany. Housing is apparently more substantial, more beautiful and cheaper in Germany than in America. The Ruhr valley is surprisingly green and beautiful, although cities like Essen, Dortmund and Elberfeld are typical smoky factory towns. When shown workers' apartments last year in the north side of Berlin as a horrible example of bad housing, the writer disappointed his friends by exclaiming, "How clean, how broad the streets, how much sunshine in the courts." He added that they should see the East side of New York or the vicinity of Hull House in Chicago.

The foregoing is a report given by the Information Service of the Department of Research and Education, Federal Council of Churches of Christ in America. It has been reproduced here because many of our employees and of our readers are interested in social and industrial experiments other than our own, and there may be some suggestions in the report given here which might be fruitful if studied closely and thought of in relation to the Columbia Conserve Company.—Editor.

THE COLUMBIA FROM A DISTANCE

Near my home in England is an ancient almshouse built by one who returned from the Crusades; it has a Latin inscription, which reads:

"Time flies, and we through silent years grow old." I like the message the old Crusader left mankind; it should be an inspiration to us not to waste the fleeting minutes. Time flies we say, and make all manner of excuses for our delays; but when we remember that "we through silent years grow old," we should "jump to it," as the Americans say, fearful that old age will have nothing for us but regrets.

"Time flies"—sure it does. It is now more than twelve months since I returned home after spending a wonderful summer in the radiance of the "Stars and Stripes." Since then America has loomed large in my mind, but England has been so full of absorbing interests, I am afraid I have not been careful enough to keep my contact with America

alive and there is the danger of the "silent years" relegating my visit to the region of a dream. I hope that will not be the case, and for that reason I am very glad to have an opportunity of contributing something to the pages of such a vital magazine as the Columbia Cauldron.

"What did I think of America?" you ask. Well, I am still thinking. I am not going to compare American and English conditions. I am not going to criticize America and her people. Thanks to the kindness and generosity of the folk I met, I surely had a good time in the golden sunshine of an American summer. I just loved the brightness of the atmosphere, the brilliance of the cities at night, the vastness of the landscape, the wide rivers and roads—the wonderful sense of spaciousness and general well-being. The vitality of the people fascinated me, everyone seemed eager and animated as if they were on the verge of a new discovery as important as the discovery of America by Columbus.

I learned a good many lessons while I was on the other side. I will confess that in the solitude of my own apartment I used to turn to the map of the world and ask myself a few questions as I looked at the funny little bunch of islands marked Great Britain. No! I am not going to tell you what the questions were, but I am trying to weave the answers into the tasks of my daily life. I am sure both questions and answers are salutary. I am deeply grateful that I had the experience of mixing for a short time with folk whose life and the whole background of life was so different from my own. I hope in some small way I shall be instrumental in keeping the path open that has been laid across the Atlantic for English working women to cross over and fraternize with their American sisters.

It did seem a great undertaking to my friends and to myself to venture so many thousands of miles—for what. Quite early in my diary I find the name of the "Columbia Conserve Company"—a place well worth crossing the Atlantic to know of. Of course, I got to know of it through my good friend, Miss Dorothy Nord Holt.

At Bryn Mawr it was not long before we all heard of the Columbia and I at once realized an industrial relationship between the Columbia and the cooperative productive factory where I had worked for many years. It has been a blow to me to discover when I became a little more familiar with America that in spite of high wages the workers were up against the worst conditions in our present economic system—that in the midst of seeming prosperity souls were haunted by the fact of no economic security. I was surprised to hear of the long hours worked and the harsh treatment many had to submit to from employers—the large percentage of unemployed and the absence of any organized effort to combat the worst evils of unemployment. I was shocked as I looked around the dining room the first time the students met at Bryn Mawr to see the tired faces and the weary droop of shoulders that spoke all too plainly of physical overstrain.

I began to consider what the "mightiness of the mighty dollar" really meant, and decided it meant many things besides automobiles—houses fitted up with the latest modern devices—baths and pretty dresses—how I enjoyed all these things—but if the struggle is for these alone, what does it all amount to? Where is life if all one's energies are employed in obtaining the merely material factors?

I thought of John Ruskin's scornful comment on the theories of the nineteenth century political economists. They were showing by statistics the vast accumulated wealth of industrial England. Ruskin pointed to the workers, toil-worn and weary, equally the product of industry, and declared "There is no wealth but *LIFE*."

Is there no one to carry the message today? I wondered; does no one see we are occupied in struggling for existence and dying without having lived?

Then we heard the story of the Columbia Conserve Co., where the ideals of life and living came before profit—where the workers were not merely concerned with industry, but were seeking to make men and women, and were demonstrating that workers' control was not only practicable but that it is the sure foundation of industrial peace and prosperity. Under such conditions as these that prevail at the Columbia the most apathetic—the most materialistic must learn to believe in the rights of the individual and find joy in working for the common good.

I wonder how many of those who listened to Miss Nord Holt's story of industrial life at the Columbia caught the significance of what was being attempted. It was very interesting to me being familiar with a similar system. I wondered if the ideals that inspired Mr. Hapgood's generous venture could be traced to the same source as that which inspired the Co-operative Producers in

England.

We look back to the Christian Socialists—a little group of professional men who in the middle of the last century attempted to interpret the needs of labor and tried to lift industry to a higher level.

Frederick Dennison Maurice, Vansittart Neale, Charles Kingsley, Thomas Hughes and John Ludlow—these were the leaders of the group. They maintained that co-operation was the natural result of belief in the doctrine of Christian brotherhood; they not only preached the gospel, but gave their talents, time and wealth to further their ideals. They established various groups of workers in what were intended to be self-governing workshops in order to test their scheme of industrial redemption.

Unfortunately, these practical experiments were doomed to failure. The time was not ripe—the workers were not sufficiently grounded either in technical knowledge or human philosophy to carry the plan to a successful issue. These noble-minded men realized where the fault lay and although they had sacrificed their time and wealth in a vain effort, they did not desert the workers who had failed them, but straightway began to build up a surer foundation to success by sharing with them their education.

F. D. Maurice pointed the new ideal. "Those of us," he said, "who have had a higher education are not discharging our duties unless we are willing to share it with our fellows or regard it as precious because it binds us to our fellows." So they established the Working Men's College, which is still in existence, with the grandson of its first principal, F. D. Maurice, as its present head. It must have been with a feeling of being "reduced to the ranks" that these men began teaching school after attempting to establish an ideal industrialism and one imagines Kingsley was a little rueful over the Working Men's College when he wrote:

"Do the thing that's nearest,
Though 'tis dull at whiles,
Helping when you meet them,
Lame dogs over stiles."

Nevertheless, these men were the torch-bearers and right bravely they looked to the future when achievement in the present was impossible. Many were the men who caught from them the living flame of faith in human fellowship. A later generation brought an enlightened government and plans were laid for a national system of education. The average man became more efficient, more self-reliant. New efforts of co-operative production were set on foot and today in England we have over forty self-governing workshops, united in the Co-operative Productive Federation. They are in differing stages of development, but they are all inspired with the ideals of the Christian Socialists and are striving to—

1. Make co operation and not competition the central principle of industrial life.
2. Put capital in its right relationship to labor.
3. Give workers control over their working lives.

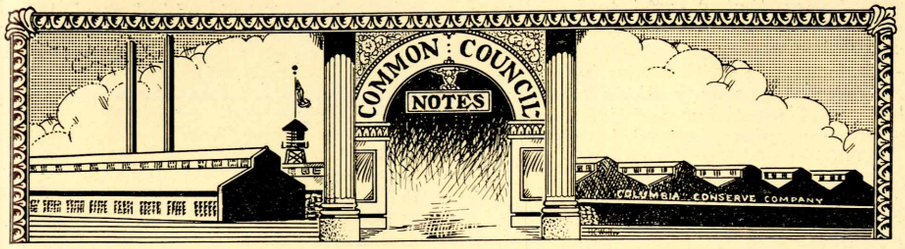
The workers in our co-operative productive factories are engaged in the same task as the workers at the Columbia, viz., achieving industrial freedom.

There may be slight differences in the methods employed. We have our various committees elected by the workers and very proud we are of our democratic system of management.

When I read the minutes of the Columbia Council, my mind goes back to the Greek city State, where all the citizens were obliged to assemble to take part in the affairs of the State. It seems to me an admirable method and one bound to develop individuality. I realize it is no easy task the workers at the Columbia have in hand to decide this question of human value vs. materialism. but I admire the effort that is apparent in the reported discussions on the needs of a worker assailed by sickness or some domestic trouble, or the case of one, who for some temperamental cause is for the time being out of harmony with prevailing conditions.

I will admit my mind has to take leaps to follow the discussions on the marriage differential and payment according to need rather than efficiency. That such schemes are discussed proves that there is truth in the beautiful saying of William Morris, "Fellowship is life." The Columbia Fellowship is finding the Life. Life abundant that only can result from Fellowship. I would like to assure them that we, too, in co-operative production in England, are having the same experience. We may be a little more reticent about personalities, but then the English are, but we in the Fellowship know each other and we greet our comrades in the "Middle West" and trust that we may together be so true to ourselves and the cause that we may be instrumental in helping to assure the struggling, striving world that association or co-operation is the only true basis for a happy human society.

—Sophie Green, Kettering, England.



Regular C. C. Meeting, Dec. 16

Common Council was called to order by Chairman Lucas.

The minutes of the previous meeting were read, corrected and approved. Attendance record was then taken.

The first order of business was a discussion of the Christmas holiday shutdown. The chairman called upon Bert Hines, Production Manager, to report on the present situation with regard to carrot cleaning and production in general, and to state how many days vacation he thought possible for the Christmas season. Bert reported that no production would be undertaken between now and the first of the year because it had been arranged to switch over the entire salaried force to the cleaning and dicing of carrots, and to continue our usual business in the other departments. Bert gave it as his opinion that we could afford to take eight days off for Christmas, including in it the week end of the 28th and 29th of December. Wm. Hines, Sr., expressed agreement with Bert, but urged that a small force be retained for two or three days during the vacation for the purpose of attending to whatever shipments are then to be made.

Howard E. Herner agreed with Billy's suggestion and stated it was very necessary to make all the shipments possible at this time so that we might get money for same into the treasury at the earliest possible moment. Chloe MeHarry undertook to see that enough assistance was given to her department that any orders might be labeled during the vacation period and the shipping room agreed to accept the responsiblity of seeing that same would be sent out. The day or days upon which these two departments would work would be determined by the circumstances prevailing, but it seemed probable that Thursday and Friday, December 26th and 27th, would be chosen. The matter now rests with those people who are most informed about our business needs; these being Miss Franz, Howard Herner, Billy Hines, Sr., Chloe MeHarry and Gilbert Givan.

The second order of business was a report from the Salary Recommendations Committee. It was made by Jack Evans who had acted during the week as chairman of the committee because of the absence of A. D. Myers. Jack gave a resume of the committee's reasoning about the necessity for checking up on the salaried force and taking action with a view to discipling and in some cases releasing some people. He stated that the committee had been placed in a very difficult situation because of the necessity of releasing wage workers, and that certain of these wage workers were obviously superior to many of our salaried workers; it seemed to the committee very unfair to lay off a wage worker merely because the accident of being placed upon a salaried basis had not happened to him, whilst at the same time we had workers on our salaried pay roll whose performance and attitude were distinctly bad.

The first name submitted to Council on behalf of the committee was that of EUNICE WATSON. Eunice is a relatively old employee. She has been with the company for many years and has had every opportunity that exists for becoming informed of the company's plans and purposes and of what is expected of a salaried worker. She has been talked to and advised several times, but her conduct continued to be unsatisfactory. She seemed to lack seriousness in her relationship with individuals and with the group. She took deliberate advantages because of the various protections which we extend to employees and seemed to regard her position as a life-time job irrespective of conduct. The committee was unanimous in recommending her release. After a little discussion and the asking of several questions by members of council, which were answered by members of the committee, the recommendation to release her as of December 16th was accepted unanimously.

HENRY KESSLER. It was explained that Henry's attitude had puzzled most people in the organization because of

the change that seemed to have come over him since he first come into our employ. For a man of his age and experience, he appeared to be extremely childish, and was always discontented with his lot. He had succeeded in becoming very thoroughly disliked by those who worked with him and seemed to cause a good deal of disturbance to the leaders as well as to members of the rank and file. The recommendation to release him was accepted unanimously without much discussion. Henry sent Council a letter of resignation which was not read because Council felt that it was of no use at this time.

FREDERICK KLEIS. Fred has worked in the organization for some eighteen months and whilst he showed considerable promise during the first few months of his stay here, he seems to have declined very much in the matter of performance and attitude. The committee felt that Fred is a man of above average intelligence, but he seems to have displayed this very little by way of assisting the company. Several criticisms have been received from the kitchen where he works concerning his lack of stability and reliability. On the whole, Fred seemed to be liked by those people who worked with him, but no one seemed bold enough to come to his defense. In relation to his work he seemed to lack seriousness and was addicted a good deal to gossiping. The committee felt reluctant to conclude that the only thing to do with Fred was to release him, because of his youth and his intelligence, but in view of the repeated warnings which he had had, it seemed wise to recommend his release. There were several questions asked and answered about Kleis, and finally, after some discussion, Council accepted the committee's recommendation.

MRS. LILLIE STEEL
Time Study Department
Columbia Conserve Company

OLIVE FERGUSON. The committee had considered Olive Ferguson's case very carefully. The fact that she is a relatively newcomer to the organization was given due weight, and led to the committee feeling some hesitation in recommending that she be released. The committee's opinion about Olive was that she adopted an attitude of independence and indifference towards the organization. She seemed also to be inappreciative of the company's activities and seemed to resent our attempt to assist her in the matter of health measures. Much to the surprise of the committee, complaints were received which stated that she used rather resentful language towards the company. but did not exhibit any desire or tendency to air her views in Council. Many spoke in favor of Olive's attitude on the floor of the factory, saying that she seemed a desirable person and there seemed to be a general concensus of opinion among members of the label room that she be given a further trial. One member of the committee suggested that the matter be referred back to the committee for reconsideration. This suggestion was made entirely because of the fact that Olive is a young woman with comparatively little experience of industry and having but a superficial knowledge of the Columbia Conserve Company. After a good deal of discussion, it was decided upon to refer this matter to the committee for further consideration and report to Council.

CHESTER FREEMAN. The committee's recommendation in this case was to the effect that he be released immediately upon the grounds of a bad attitude which resulted in those people associated with him feeling no degree of confidence in him. Albert Hines gave it as his opinion that Chester was too difficult a man to build upon in the kitchen, and Leo expressed the opinion that he was not happy in his relationship with Chester and felt no confidence at all in him as a worker. Chester's attitude was stated to be that of "getting by" anyhow. He showed but little interest in Council and it was suggested that his activities on the outside interfered somewhat with his work within the plant. There was some discussion concerning the committee's recommendation, and some questions were asked. The committee's recommendation to release him immediately was accepted by Council by unanimous vote.

GARNET LOHMAN. The committee recommended the release of Garnet Lohman because of her attitude which seemed to be a very poor one in view of the length of time she has worked for the company and the experiences through which she has gone during that time. She seemed to lack seriousness and had caused many people considerable uneasiness by her conduct in Council. The committee expressed regret at having to make this recommendation in the case of one who was in many ways intelligent and promising, but those good qualities were offset by many bad ones. Her youth was taken into consideration, but the committee felt that the best thing that could happen to Garnet would be to have her obtain experience in industry outside the Columbia so that she might be able to properly appraise the value of our organization for her and for the group in general. Chloe MeHarry. the leader of the label room, came to the defense of Garnet, and so did Charlott Corbett. The opinion of these two members of Council was that Garnet had many qualities that would prove useful to us if properly directed. Chloe appealed to Council for a further trial in the case of Garnet and added that she was willing to assume the responsibility for her conduct until such time as she reported to Council at a later date. Mrs. Rice urged very strongly that this course be taken and Mrs. Gray said that whilst she admitted Garnet had certain oustanding faults, she believed that a further trial might prove very helpful to her. After much discussion of this case, it was taken by consent that Garnet be retained as a salaried worker, but that Chloe MeHarry be charged with the responsibility for her conduct and that she, Chloe, report to Council at some future date as to whether any progress had been made in this matter.

MR. GLEN LIPFERD
Capping Room
Columbia Conserve Company

Recess of fifteen minutes was declared at this time.

At 10:00 Council resumed its deliberations and the case of RUTH JANITZ was brought before it from the committee handling the names mentioned above. Ruth was recommended for release with the explanation that the committee felt her attitude was a bad one. The evidence concerning this seemed to indicate that she was a disturbing element because of a violent temper and her extreme emotionalism. It was stated that her industry was satisfactory. She seems to be a very good worker with her hands and rates high in the time study department's records at certain jobs and at certain times. There was a division of opinion as to Ruth's effect upon those who worked with her and upon the group in general, and in defense of her conduct it was stated that she was in a somewhat nervous condition. Mrs. Gray and Mary Shelley sought to establish that Ruth's condition was a reflection of her nervous condition, but Josie Baker stated that it was her belief that Ruth showed complete lack of consideration for other people in her attitude and particularly in her statements. Eula Toon pleaded for a further chance for Ruth and the committee's recommendation was put before the meeting with the result that six voted in favor of it and the balance were opposed.

A suggestion was made that department heads should be included in the Salary Recommendations Committee but no action was taken on the matter.

Eugene Avarientoes asked permission to make a statement of the work of the committee and expressed admiration for the work done by it. He urged the need for such a committee, and stated he would like to have himself checked on and told personally or in open Council whenever he was showing a bad attitude or failing to perform effectively.

The committee's other recommendations concerned eight people whose conduct is such as to merit severe discipline by Council and by the committee itself. Because of the strenuousness of the task, which had been performed, this matter was left over for our next Council meeting.

A resume of the work of the standards committee was given by Homer Shelley, chairman, and Jack Evans, vice-chairman. During the week, Jack had acted as chairman and gave a report of the

three meetings which had been held by the committee at which two standards had been discussed and preliminary work done in investigating the cause of low individual rates. The committee, it was stated, had called before it two women workers who had rated rather low for a number of weeks. These were Charlott Corbett and Ruth Hutchinson, and asked them to assist the committee in finding out why individuals did not come up to the standard. Both expressed the opinion that their own poor performance was due to the lack of instruction from which they had suffered when they first came to do various operations, and secondly, from a belief which they held that quality was more important than quantity. They gave it as their opinion that there was too much eagerness among the women to make a good rating and that as a result of that the quality of the work performed by these persons suffered very considerably. They cited the case of bean picking. They believed that beans should be picked in such a way as to reduce to a very minimum the work which the inspector at the end of the line had to perform. Instead of this being the case, they said that often the inspector was overwhelmed with rocks and inferior beans coming down to her and sometimes had to shut off the lines because of this fact. Mrs. Rice, who often acts as inspector, was called in to give information about this matter, and confirmed all that Charlott and Ruth had said.

Council was reminded of the double task which confronts anyone within the organization. First, the task of maintaining quality of the highest possible degree, and, secondly, the task of maintaining quantity in the highest possible degree. It was stated and emphasized that to allow one to suffer as a result of overdoing the other was wrong, and that it was impossible for us to find out where and when things needed changing if each member of the group would not follow consistently the desire to see that quality and quantity were preserved in the best way. Arlie brought up the question of the distribution of Christmas presents and asked permission from Council to have the entire group of employees in the dining room on Friday, Dec. 20th, from 3:30 to 5:30. This concession was made by Council without much discussion.

Howard Herner read a letter from the Rocky Mountain Fuel Company stating that they were returning to us the $20,000 which we loaned them several months ago. Miss Josephine Roche, writing on behalf of the Rocky Mountain Fuel Company, expressed her own and her associates' thanks to us, and the desire that she and they can be of assistance to us at some time in the future.

Council adjourned at 11:30.

Regular C. C. Meeting, Dec. 23

The minutes of the previous meeting were read and approved.

The attendance record was taken. The first matter placed before Council was a suggestion made by Jack Evans that Harry Hershberger be transferred from the capping room to do clerical work in the shipping room, taking the place of Frieda Marschke. The reason given for the proposal was that Harry's health had been in poor shape for some considerable time and the less strenuous job was likely to prove beneficial to him. Billy Hines, Sr., expressed complete agreement with the suggestion and Ollie Chambers and Gilbert Givan stated that they would be very happy to have Harry work with them in their department. Frieda stated that she was willing to leave the shipping room to make place for Harry and would be glad to return to the label room to do work which she did formerly. Chloe expressed a desire to have her back in her department and it was agreed upon that the transfer of both Harry and Frieda be made as soon as possible.

The next matter was the suggestion made to utilize the services of some of our own men and women during slack periods by having them go to the homes of some of our workers who on account of ill health and other circumstances were finding it difficult to cope with housework. An outstanding example of the kind of work that could be done by some of our men is that of taking care of furnaces. It was explained that to adopt a policy of this kind would stave off many requests for special needs considerations which might arise from ill health in families and consequent need of hiring assistance in the home. The principle of our adopting this policy was urged by several members, though there was a good deal of confusion as to what it meant. After discussing the whole matter in its various aspects, the principle was accepted and the duty of seeing that the plan was carried through was left in the hands of the Needs Committee.

The Salary Recommendations Committee gave a report through the person of Dorothy Nord Holt on the case of Olive Ferguson. Dorothy stated that the committee felt Olive should be given another trial, but that it be definitely understood that this would be the last one. The committee also recommended that Edna Pavey, one of the stenographers in the office who had been on wages for several months, be placed on salary and that this should be made effective as from December 20th. The committee's recommendation was accepted without comment.

The chairman brought up the question of the choice of an assistant for Mr. Hapgood. He explained that this matter had been before the group for almost three years, but very little progress had been made towards finding a suitable person. At this time there seems to be no one in the organization who has the qualifications that the job calls for, and it seems particularly apparent that the weakness of those who might serve in this capacity is that they have no adequate idea or knowledge of manufacturing problems and particularly sales work. The name of one possible candidate, a retired business man who is not too advanced in years, who resides in Chicago, and who, it was stated, has a very liberal outlook, was mentioned, but because of the paucity of our knowledge of him no suggestion was forthcoming that we communicate with him or get to know more about him. The importance of keeping this problem in mind was urged by several members of Council and the budget committee was instructed to discuss this matter and report to Council at the earliest possible moment.

Jack Evans gave a report from Dr. Burckhardt concerning our health program. Our medical advisor had occupied himself for two weeks with the problem of finding a suitable and competent assistant for himself to do the work of taking care of our employees and their dependents. During that time he discovered that the possibilities of finding a man before next June were very small and he decided to give up the quest for the time being. Dr. Burckhardt suggested that the work of carrying out the medical program be intrusted completely to him and that he should recruit any assistance he needs between now and June to take care of all the work that comes along. He stated that he was in the process of completing arrangements with our dentist, Dr. Leer, and our oculist, Dr. Larkin, to take care of dependent's teeth and eyes. It was agreed upon that we delegate the several duties of caring for our health to Dr. Burckhardt and that he use his discretion in the matter of having assistance in doing the work. Howard E. Herner asked the question of whether this proposal, if accepted, would interfere with the jurisdiction of the health committee in overlooking our health program. Jack Evans replied that it would not—that our medical advisor worked directly under the health committee and that the arrangement of work for the doctors would be largely left to the health committee as heretofore. In reply to other questions, Council was informed that only in cases of emergency would individual employees or dependents be justified in calling directly for the doctor's services. In all other cases employees should refer health problems to the health committee and that committee in turn would consult the doctor.

In view of the fact that Howard Herner and Albert Armstrong were going out on sales work after the first of the year, the health committee was instructed to add to its number as many members as it needed, and to appoint its own officers.

A report of the sales meeting of Dec. 22nd was given by Arlie Myers. He explained that the sales department and committee favored the plan of sales demonstration in which our women would take a leading part. The conditions under which we would send women to do this kind of work for any jobber were as follows:

That the jobber agreed to pay $20.00 per week per woman working for him at this work. Council expressed its approval of this plan and it now remains for the sales department to arrange work for the women wherever that is possible.

The chairman declared a recess of 15 minutes at this time.

After the reconvening of Council, Kenneth Lucas brought up the question of the criticism that had been made of Billy Hines, Jr., at a previous Council meeting. This had come about because of a complaint that had been made by two members of the capping room to the effect that Billy did not always tell individuals in the department the same things about themselves as he told others and told Council. Ottis Sandefur and Jimmie Cook both felt this was so and that they had suffered considerably because of this fact. It was pointed out that a tendency on the part of the foreman to shirk the unpleasant responsibility of telling unpleasant things to members of his own department was a very bad one, and that it destroyed the confidence of the men in their own leader. The fact of Billy's youthfulness plus that

of the very considerable responsibility which he had carried within the organization was taken into account and whilst it was impossible to overlook this shortcoming in him, members of Council felt that he could and would change in this regard.

An item on Council's agenda which had stood there for a long time was next unearthed by the chairman. Council had been asked several months ago to decide on the principle of whether or not we should give employment to negroes. This question was asked again and Council entered into a discussion of the whole matter. Arlie Myers gave it as his opinion that we should not employ negroes because he felt sure that they would not be treated by us as our social equals. He believed that the Columbia Conserve Company should be made up of such men and women as could mingle freely with each other both in the plant and on the outside. It was his belief that even those who are willing to work with negroes in the plant would hesitate to associate with them on the outside and particularly in their homes.

Billy Hines, Sr., opposed the employment of negroes on social grounds. Both Billy and Bert had had a long acquaintanceship with negroes and both worked with them closely and intimately in their home state. They stated it would be impossible for them to accept negroes into our employ in any way that would not lead people to believe that they were opposed to negroes. Howard Herner stated he was opposed to the employment of negroes but he didn't know exactly why it was so. Howard gave an interesting account of his own experience with negroes and stated that when he was a boy he used to play with negroes without any thought of discrimination or difference between himself and them. As he grew up, he began to feel that that was not the right thing to do and at this time he felt it would be better for white people and negroes not to intermingle. Leona Hall, Dan Donovan and Garnett Lohman expressed their opinion and stated that they would be quite willing to have negroes working in the plant and would feel no difference in working with them than in working with white people. Eugene Avarientoes made a long speech on the need for racial equality but he showed very clearly that he appreciated the many difficulties that interfere in the way of its realization. Mather Eliot favored strongly trying out the experiment of employing a few colored people. In this discussion it was noteworthy that a greater number of people took part in the discussion than is usually the case with most of our problems. At last it was decided to submit the question to a ballot vote. The form was as follows:

"Are you in favor of the employment of a given number of negroes if and when we need additional help?"

The result of the ballot was that 74 people voted against the proposal, 15 for it, and one undecided.

Ruth Hutchinson asked Council to reconsider the matter of paying one week's salary in advance to Antioch students when they leave the employ of the company. She stated it was her belief that the two weeks' pay in advance given to salaried persons was given because of the possibility that it would take some time for an employee who left our employ to get adjusted. In the case of Antioch students, this reasoning would not apply and she felt the Antioch students were getting something to which they were not entitled. Council was unwilling to change the principle upon which this measure was adopted, and explained that if any employee leaving the company, whether he be Antioch student or not, is privileged to decline the pay in advance to which our rules entitled him. In reply to a question about class work the secretary stated twenty people had listed their names on the bulletin board as being anxious for instruction in one or more of the subjects listed. Bert Hines was asked whether there would be any available time for class work after the first of the year. He stated he did not think there would be, but the production schedule for the period after the shut-down had not been decided upon. It was decided to call our next meeting Monday, January 6th, at 7:30 in the morning. Meeting adjourned at 11:50.

Regular C. C. Meeting, January 6, 1930

Minutes of the previous meeting were read and approved. Kenneth Smith raised the question of the advisability of using individual names when recording minutes such as those in connection with the question of the employment of negroes by us. Chairman Lucas asked whether anyone else thought it unwise to use individual names and there was no response. It was taken by consent that the names stand as used. The chairman brought up the question of whether we should revert to the eight-hour day in view of the fact that the prospects of our going on full production within the next three or four weeks were very small. Bert Hines asked whether the proposal to go back to the eight-hour day involved our holding Council meeting on Friday nights. That, it seemed, was not clear to anyone, and Bert stated that he was opposed to our going back to an eight-hour day so long as we were using four and a half hours on Monday morning for Council purposes. It was his opinion that to work nine hours a day for five days a week would not hurt anyone and especially if we utilized our surplus time for educating ourselves in various ways. He suggested that there was a good deal to be done by way of teaching our employees more about our products than they seemed to know at this time. He suggested that some class work be done with a view to training people in the force for demonstration and other work connected with the manufacture and sale of our products. He also stated that the fact that over twenty people had shown a desire to be taught academic subjects was evidence enough that we should do whatever we can for people who had expressed this desire. The chairman asked the question of whether Council members felt Monday morning Council meetings were better than those of Friday night. Most of those who spoke on this subject felt that they were, and several people cited the economies that were effected by our following this course. It was pointed out that we saved a great deal in food and in lights, and that our minds were very much more alert on Monday than they would be at the end of the week. There was one member of Council who spoke in favor of Friday night Council meeting and the eight-hour day. By a vote a great majority of members were in favor of continuing our Monday morning meetings as long as our manufacturing schedule would permit. The question of the eight-hour day was then brought up again by the chairman after having disposed of the question of Council meetings, and a long discussion ensued. It was agreed upon finally to continue our present nine-hour day, but that we utilize the slack time of the present period for the purpose of granting leaves of absence with pay to the older employees whom our doctor recommends should have a rest. The older people would profit less from class work than the younger ones, and it was felt that if we had no useful work for them to perform, there was no need for them to be at the plant. This matter of giving leaves of absence to employees whose names are suggested by the doctor, is to be handled through the Health Committee.

Jack Evans gave a report on behalf of the Health Committee. He stated that three new members had been recommended to replace the three who were on sales work. The following men were chosen as new members: Laurence Roberts, Leo Zike and Gilbert Givan. Council indorsed the appointment of these new members without comment. The new Health Committee had not met as yet, but a general outline of the procedure to be followed in the matter of providing medical care for our employees and their dependents was given. It was emphasized that all health matters relating either to employees or dependents should be handled as heretofore through the committee, and that only in cases of emergency should an employee or dependent call directly for the services of our medical advisor. The report concluded by stating that no vice-chairman had been appointed for the committee as yet.

The question of the relationship between the Credit Union and the wage workers was brought up in order to clarify the situation for some of the members of Council and the officials of the Credit Union. There was some reason to believe that a misunderstanding existed as to the responsibility of the company to make good any loss that might occur by making loans to wage workers who then left our employ. From discussions in Council, particularly from the one bearing upon the case of Otis Sandefur, several people had been led to believe that Council instructed the Credit Union to loan Sandefur enough money to enable him to liquidate the loan he had made with the Lincoln Loan Company in the city, and that as a result, Council made the company responsible, in the last resort, for the payment of the loan to the Credit Union. This impression, it was stated in Council, was a wrong one, and Council expressed its unanimous opinion that the company should not be responsible for any loans made either to wage earners or salaried workers, and that the Credit Union exercise great caution in the matter of loaning money to both classes of workers.

The chairman stated that the Credit Union's annual meeting would be held on Wednesday, January 5th, at 12:45 P. M., and he asked Council for permission to have company time to discuss Credit Union matters on that occasion for as long as necessary. This was granted.

In connection with the above, a question was raised as to whether anything had been done with the suggestion that

individuals be allowed to borrow through the company and thus give the company jurisdiction over the use which they made of that money and of their subsequent pay checks. It was stated that no action had been taken in this matter, and it was left aside until such a time as a specific case was presented for discussion. The question was asked whether anything was being done about class work. In reply the chairman stated that a letter had been received from Mr. Hapgood asking for a special Council meeting on January 21 or 22, to discuss our educational program and if possible our sales program. Because of the prospect of our having considerable spare time during the next two or three weeks, it was decided upon to appoint a committee composed of Bert Hines, Dorothy Nord Holt and Jack Evans to do preliminary planning for classes.

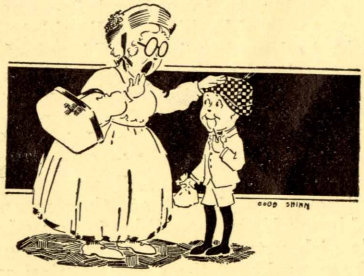
Meeting adjourned at 9:30 A. M.

VALLEY BANK "VISITOR" PLEASE COPY

Banker (visiting the farm): I suppose that's the hired man.

Farmer (who has visited banks): No, that's the first vice-president in charge of cows.

SECOND NATURE



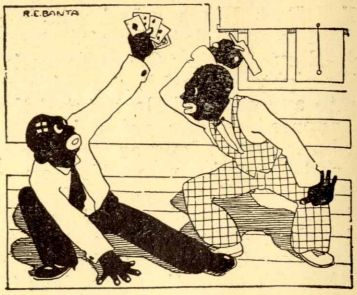
"Little boy, don't you know what becomes of boys who use such bad language when they play marbles?"

"Yes'm, they grow up and play gold."

—Exchange.

Peace talk in war time is declared to be criminal. War talk in peace time is infinitely more criminal.

—Arthur Ponsonby.



Rastus: "Ef yo' says anything ter r Ah'll make yo' eat yo' words, man."

Exodus: "Chicken dumplings, h biscuits and watermelon!"—The Pat finder.

TAKING PRECAUTIONS

Two ladies stopped at a livery sta and asked for a gentle horse to drive.

The liveryman brought out one, sa ing: "This horse is perfectly gentle long as you don't let the rein get und his tail."

Within a few hours they returne "How did you get along?" asked t liveryman.

"Oh, we got along just fine. Had couple of showers while we were ou but we took turns holding the paras over the horse."

SLAMMING THE SCOTCH AGAI

The Society for the Perpetuation Jokes Against the Scotch is broadcastir the definition of a Scotchman as or who, when invited to a friend's hou for a drink, buys salted peanuts to e on the way.

HE'D RATHER

"Next stop is yo' station," said th Pullman porter. "Shall I brush yo' o now."

"No," said the passenger. "When th train stops I'll step off."

—Exchange.

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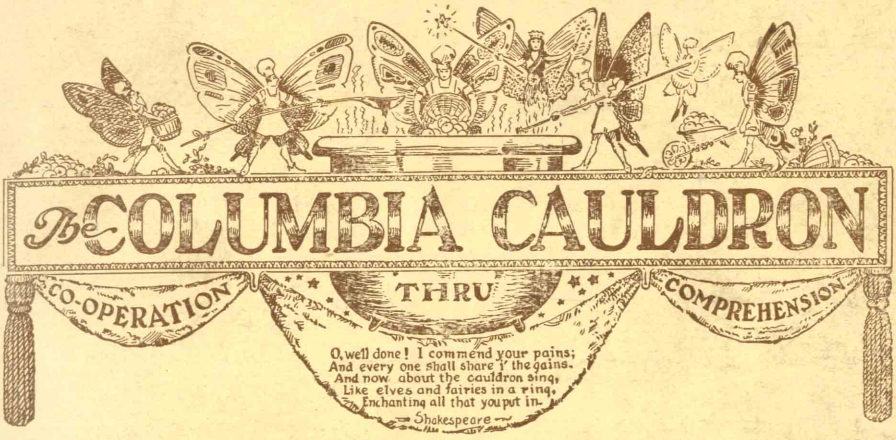
The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 4 **FEBRUARY, 1930** **No. 1**

RALPH CONDON
Machine Operator
The Columbia Conserve Company

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THE BRIDGE BUILDER

An old man going a lone highway,
Came at the evening cold and grey,
To a chasm, vast and deep and wide,
Through which was flowing a sullen tide.
The old man crossed in the twilight dim,
The sullen stream had no fears for him,
But he turned when safe on the other side,
And built a bridge to span the tide.
"Old man," said a fellow pilgrim near,
"You are wasting strength with building here;
Your journey will end with the ending day,
You never again will pass this way;
You have passed the chasm deep and wide,
Why build you the bridge at eventide?"
The builder lifted his old grey head—
"There followeth after me a youth,
Whose feet must pass this way forsooth,
This chasm that has been naught to me,
To that fair-haired youth may a pitfall be.
He, too, must cross in the twilight dim,
Good friend, I am building the bridge for him."

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THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

CONSUMERS' CO-OPERATION IN THE UNITED STATES

There are about 1,800 consumers' co-operative societies in the United States, according to a survey of the movement by Secretary Cedric Long of the Co-operative League, in a recent issue of the *Review of International Co-operation.* These distributive co-operatives, he says, may be roughly classified as follows: 400 grocery stores exclusively; 1,000 general stores; 300 oil stations; 30 boarding houses and restaurants; 20 bakeries; 10 housing societies; 10 milk associations; 10 coal companies; 30 buying clubs among farmers.

Long finds the co-operative movement strongest in the north-central part of the country—Minnesota, Michigan, Wisconsin and adjoining states—though a scattering of successful distributive societies is found also in other northern and mid-western agricultural states. Through the central-east from Illinois to Pennsylvania there is a scattering of co-operatives among the coal miners and railroad men. The East, that is New England, New York and New Jersey, is the second strongest section in the United States.

Of four co-operative wholesale societies now in existence, the Farmer's Union Exchange, Omaha, Neb., is the largest. Its gross sales in 1928 were $1,775,850, and it has a membership of several thousand individuals, and a score or more of co-operative store societies. Next comes the Co-operative Central Exchange, Superior, Wis., which caters to the needs of 120 stores in the north-central states, and whose sales in 1928 were $1,517,800. The Eastern Co-operative Wholesale, selling to some 25 co-operative stores, restaurants and bakeries, and the Grange Co-operative Wholesale, Seattle, Wash., selling to about a dozen co-operative stores in Washington, are the other two wholesale societies.

Average membership in the consumers' co-operative societies is probably between 200 and 300, according to Long. Ninety per cent. of the societies are less than 10 years of age. The Franklin Co-operative Creamery Association, Minneapolis, Minn., with 5,000 members, has the largest turnover, sales in 1928 being $3,410,400. The second largest in the volume of sales is the Co-operative Trading Company of Waukegan, Ill., which has stores, a bakery and a milk department, with sales of about $680,000. Close behind this comes the Soo Co-operative Mercantile Association, Sault Ste. Marie, Mich., with sales of $646,000 in its bakery and eight stores. The Consumers' Co-operative Services of New York, with a bakery, eight restaurants, a credit union and a library, has annual sales of $611,000.

CHANGE THE SYSTEM

The present economic system stands revealed as one of the roots of the war. The war has made more clearly manifest the moral perils inherent in the system of production for profits. Condemnation of special individuals seems often unjust and always futile. The system rather than the individual calls for change. No greater step can be taken toward the Christianization of the world than to make supreme in the high places of international affairs the ideals of justice, mercy and brotherhood for which Christ died. Therefore, the League of Nations is favored and a Tribunal of International Justice, as the organized conscience of the League and the voice of civilization, whose verdicts shall be enforced by the pledged honor of the nations of the League to enact a decree of non-intercourse upon any nation refusing to obey the behests of the court.—The Methodist Church of Canada.

Passenger: "Why are we so late?"
The Porter: "Well, Sah, de train in front is behind, and we was behind before besides."

EDITORIAL

Unemployment is becoming recognized as a social evil. Few there are today who look upon the man or woman who is out of work as lazy, crafty or irresponsible. Each one of us has too many acquaintances who are hunting everywhere for a job—and without success—to make us believe or say glibly that the man without work is a "loafer."

Throughout America, indeed throughout the civilized world, there are millions of normal men and women who tramp the streets, write to papers, inquire of friends concerning a job. The one question on their lips is—"Do you know where I can get a job?" and, jobs are getting harder to find.

There is nothing more tragic than the sight of an able-bodied man or woman willing and anxious to work, failing completely to get work. The tragedy comes from two sources. The first, that going without work and consequently without income, involves suffering—mental and physical—for every man so situated; the second, that unemployment entails such a wicked waste of socially valuable labor power.

Gradually the consciousness of men everywhere is absorbing the fact that unemployment is not due to any individual's conduct or misconduct, but that it arises from our social and industrial arrangements. Everywhere there are men and women who ask that organized society do something about unemployment and already responsible public and private organizations are settling down to find ways and means of tackling the problem.

Unemployment is inseparable from the system of production for profit and the kind of arbitrary, autocratic government that goes with it. The final solution of the problem will come with a change in the make-up of that system itself.

The spiritual success of the Columbia is due in large measure to the fact that for all its salaried employees the fear of no work and no pay has been removed and there has followed a release of the workers' minds from the anxiety and worry which dogs a man's life when he is a wage earner within a capitalist organization.

The Columbia assumed the obligation of providing regular work and income for its workers and afterwards set about finding ways and means of making that possible. The first move was based upon a faith that it was possible and subsequent experience indicated that such faith was well placed.

If captains of industry who aim at civic virtue could be persuaded that unemployment can be substantially reduced and its severity mitigated if they undertook the same obligation towards their workers as did the Columbia, we might make a really decent start towards creating a better society and a happier people.

We commend to those people in our own city of Indianapolis—who express and doubtlessly feel great concern about unemployment—a study of the work done to date by the Columbia Conserve Company. In the stress and strain of modern times, it might well happen that investigators would discover in the plan worked out by us the key to the solution of many problems concerning society and industry and of these latter none is more urgent and immediate than unemployment.

Our books are open to all comers and information that we have can be had simply for the asking.

YOUR BANK

The Columbia Conserve Credit Union was organized in 1925 for the following purposes:

A—To promote thrift among the members through a system of savings which specializes in the smallest units of savings and, by a weekly saving plan, makes saving a habit.

B—To use the funds thus accumulated for the benefit of those who accumulate them by creating credit for the members at legitimate rates of interest for provident purposes.

C—To educate the members in matters pertaining to the investment and care of their savings.

Any Columbia Conserve Company worker or member of his family is eligible to membership. To become a member of this organization it is necessary that the applicant's name be submitted to the board of directors, if they agree to accept the applicant as a member, an entrance fee of 25c is charged. This fee covers the cost of books and materials with which accounts are accurately kept. Shares carry a face value of $5.00 each and can be purchased on the installment plan or members can open a deposit account and deposit as much as they like each Monday.

Character loans of $25.00 are made without security. Above this amount security must be given in proportion to the amount of loan.

Following are twelve reasons why each Columbiaite should not hesitate to join the Credit Union.

1. Safety—We lend money on First Mortgage Security.

2. Profit—We have consistently paid a high dividend to our members.

3. Every share is full participating.

4. No member may have more than one vote.

5. That Credit Unions are under State supervision and inspection.

6. It encourages systematic saving.

7. It is strictly democratic in character.

8. Shares can be purchased on the installment plan.

9. Money may be withdrawn as from a savings bank.

10. Shares can not be retired or taken away from the holder unless he wishes to sell or transfer them.

11. The Credit Union is convenient, it saves time and money.

12. Operated by and for the group.

Credit Unions and Building and Loan Associations are endorsed by such men as former Secretary of State, Charles E. Hughes; President Herbert Hoover; James Davis, Ex-chairman of Senate Housing Committee, William Calder and Roger Babson.

There are over 15,000 Credit Unions and Building and Loan Associations in the United States with assets totaling over seven billion dollars.

After giving the above and the following figures careful consideration, Columbiaites should ask this question, "Can I really afford to let an opportunity to become a member of such an organization pass by?"

Exhibit No. 6

The Columbia Conserve Credit Union
Indianapolis, Ind.

Comparative Statement—Five years ending December 31, 1929.

	1925	1926	1927	1928	1929
Cash in Bk.	$ 50.41	$ 1.52	$ 62.62	$ 49.90	$ 45.41
Cash on hd.	2.82	27.62	1.89	.81	6.07
Loans	297.00	781.10	1216.10	2351.79	5029.72
Expenses			20.58	19.99	20.99
Int. pd.			5.27	13.63	29.78
Totals	$350.23	$810.24	$1306.46	$2436.12	$5131.97
Deposits	$ 87.75	$129.06	$ 85.66	$ 176.87	$ 45.02
Disc. Ernd.			7.46	5.53	8.12
Ent. Fees	5.31	1.06	6.50	6.00	8.75
Fines	.55	1.00	23.45	17.10	21.90
Res. Fund Acct.			14.34	35.54	68.40
Int. Rec'd. Loans	.37	69.62	94.44	169.30	304.49
Shares	256.25	609.50	1056.04	1974.44	3811.14
Undivided Profits			18.57	51.34	24.15
Accounts Payable					840.00
Totals	$350.23	$810.24	$1306.46	$2436.12	$5131.97

K. W. LUCAS.

THE COLUMBIA GETS AN EDITORIAL

The following is an editorial written in the columns of The Indianapolis Times. Readers of the Cauldron will be pleased to note that our experiment is attracting more and more attention with each passing day.

Mr. Boyd Gurley, the editor of the local Scrips-Howard paper, who wrote this editorial is a very warm and sympathetic friend of the Columbia experiment. It is noteworthy that he stands high in the field of Journalism, and was awarded the Pulitzer prize in Journalism for the year 1928.

A Carload of Soup

"Donations and gifts to meet great public crises and prevent human suffering in times of disaster and distress are expected.

"The Red Cross is built upon the fundamental sympathy of human beings for each other. The cry of the anguished when forces of Nature strip men of safeguards and protection and leave them helpless and homeless never goes unanswered.

"But there is something worth more than casual notice in the fact that among the early answers to the Red Cross appeal for aid for flood sufferers was a donation of a carload of soup by the Columbia Conserve Company of this city.

"It would be worth notice were it only because it was practical and may save human life and certainly will prevent great suffering.

"It is more significant when the fact is added that this company is owned, in common, by the 144 workers who make and distribute its product and that the retail value of the donation would amount to more than $30 for each of these workers.

"Business men in general have been somewhat skeptical of the experiment

that is being conducted in this plant. Somehow it does not fit with the preconceived ideas of profit and safety and the old fear of robbing men of incentive by taking away hope of personal gain.

"Those trained in the usual schools of economics are more than skeptical of a concern that endeavors to fix wages on the basis of needs rather than efficiency.

"Nor can most of understand a business enterprise which has no individual owners and no bosses, no super genius who demands large returns for ability in finance or in management.

"The skeptics may be right. But somehow when a crisis occurs in which there is great suffering, such as the present flood or the hungry Christmas at Bicknell a year ago, this company seems to have soup for the needy and to be ready to give it freely and without price.

"Far be it to make comparisons between gifts. But it may be worth remembering that had that donation of soup from these 144 workers been bought from a grocery counter, the cost would have been $4,800. The total gifts to the Red Cross up to date from the rest of the state are about $6,000. Write your own comment, or dismiss the thing as too socialistic to be worth while."

Readers, what think you of it?

TO LABOR

Shall you complain who feed the world?
Who clothe the world,
Who house the world?
Shall you complain, who are the world,
Of what the world may do?
As from this hour
You use your power,
The world must follow you!

The world's life hangs on your right hand,
Your strong right hand,
Your skilled right hand,
You hold the whole world in your hand—
See to it what you do!
Or dark or bright,
Or wrong or right,
The world is made by you.

Then rise, as you ne'er rose before,
Nor hoped before,
Nor dared before,
And show, as you ne'er showed before
The power that lies in you.
Stand all as one!
See justice done!
Believe, and dare, and do!

—CHARLOTTE GILMAN.

REVIEW OF "A STUDY IN RETAIL GROCERY PRICES"

The Journal of Commerce has recently published an interesting and informative study in "Retail Grocery Prices." This study was conducted for the purpose of gathering definite, unprejudiced facts concerning the differences in retail prices between chain grocery stores and individually owned grocery stores. Both factors have been guilty of exaggerating figures for their own purposes, some chain stores advertising that their prices are 10 to 15% lower than that of the independent retail stores; and, the average retailer is constantly complaining that the chains buy for less than he does and therefore are able to undersell him.

The Journal of Commerce employed Dr. R. S. Alexander, assistant professor of marketing of the School of Business of Columbia University, to make the investigation. The collecting and compiling of the data was done by students of the School of Business. In order to avoid disputes it was necessary to select commodities over which there could be no question of relative quality, whether they were found in chain stores or in independent retail stores. The figures were collected for fifty standard packaged grocery products on ten days in ten districts, in 721 independent stores and 301 chain stores, and in ten fairly representative sections in and about New York City. "Sales" prices, specials, and "loss leaders" were included whenever one of the fifty items was found to be thus featured, otherwise the price marked on the package or on the shelf was the figure taken.

Among some of the fifty items studied were Old Dutch Cleanser, Bon Ami, Ivory Soap, Palmolive Soap, Lux, ten advertised breakfast foods, Maxwell House Coffee, Salada Tea, White Rose Tea, six dessert and dessert materials, four advertised canned milks, Campbell's tomato soup, Blue Ribbon Mayonnaise, and Uneeda Biscuit.

The following table represents the comparison for all products in the list:

	Average Price
Independent stores	14.30c
Chain stores	14.99c
Average all stores	14.54c

This shows that the average price of the fifty items in the chain stores covered in the survey was 4.6c higher on the dollar than the average price of the same items in the independent stores. This advantage to the independents was rather unexpected, as it has been commonly assumed that the prices in the chain stores were materially lower than those in the independent stores.

It was found that the chains were most active in their price cutting where the manufacturer had attempted to set the retail price. The independent stores had followed the chains to a small degree in this practice. It was also discovered that the prices quoted by the chain organizations tended to vary less than those quoted by the independent merchants.

It is interesting for us to note that there were only three items which superseded Campbell's tomato soup in distribution. This product was not to be found in only 1.4% of the 1,022 stores visited. 1% of the stores did not have Uneeda Biscuit or White Rose Tea. 1.2% of the stores did not have Campbell's beans. Ivory Soap, Lux, Palmolive soap, and Kellogg's Corn Flakes were the only other items having above a 95% distribution.

The average price for Campbell's tomato soup in the independent stores was 9.90c and in the chain stores 9.81c. The figures show that the chains are lower on items retailing for ten cents or less than are the independent retailers on these same items, while on items retailing for more than ten cents the chains are higher than the independents.

Naturally questions arose regarding the development and the rapid growth of the chain system when it was discovered that the independent retailer had a slight price advantage over the chain store as well as the personal contacts between owner and consumer. In answer to the last it is pointed out that the chain store system is a natural social outgrowth, as well as an economic development. We recognize the chain store as a more or less impersonal institution. The population of the cities is rapidly becoming urbanized and apartmentized with a resultant element of casualness and impersonality in people which tends to favor the chain type of merchandising institution.

However, the chief factor favoring the growth of the chain is to be found in their superior and advanced merchandizing methods. Regardless of the store location each unit is clean and attractively arranged, displays are well made and changed at the proper times. In centers where the population is moving frequently it is only natural to expect a consumer to patronize a store where she is already familiar with the name and the general appearance and the methods of selling groceries. This factor is an important advantage belonging to the voluntary chain movement, such as Red and White, and Clover Farm.

A final reason for their growth is their advertising. Much of it is clever display and shrewd pricing, much of it by word of mouth, which has given the impression that their prices are considerably below those of the independent retailers. The mere fact that a store marks the price on all goods in a conspicuous manner goes a long way to convince the customer that the prices are lower than that of its competitor whose prices often remain a secret until inquiries are made. The independents have contributed greatly to the general belief that the chains are lower in prices than they are by their complaints, both public and private.

In a discussion of comparative prices between chain and independent stores it can be seen that it is very important to have definite facts in hand. Our prejudices and conclusions are easily affected by a few outstanding, and perhaps unimportant, facts, and we fail to get a clear picture of the whole situation. It would seem that the so called "master merchandizers" have taken advantage of that human frailty, and have led us to believe that their prices are decidedly lower than those of the independent retailers by various methods, such as featuring a few items at a cut price.

H. E. B.

NO LOUD SPEAKER

The prosecuting attorney was examining a Negro witness.

"Now, Tom," he said, "tell us what you know about this fight."

"Well, boss," began Tom, "I thinks—"

"I don't want to know what you think. Tell us what you know."

"I thinks," said Tom, as he began again.

"I told you not to tell us what you think."

"But, boss," said Tom, apologetically, "I ain't no lawyer. I can't talk without thinking."

"But surely," urged Jones, "seeing is believing."

"Not necessarily," replied Brown. "For instance, I see you every day."

FOR THE CAULDRON

I have read with interest the several articles from employees published in a recent number of the Cauldron. Doing so prompted me to write a note of appreciation also.

Although I have only worked at the Columbia Conserve Company for ten months, I feel that I have learned a great many things during that time and I am certain that I appreciate the many good things that come my way and those of other employees who work with me. At first I had no idea of what a Council meeting meant, and, therefore, could not realize its value. I have, during the time I have worked here, attended many meetings, and I know that I have benefited by them very much. I have always found great pleasure in working with my associates and for the leaders for everyone seems to be really and genuinely well disposed towards me. At first I naturally made many mistakes in the course of the day's work, but in a good natured way the people around me seemed very anxious to help me out of my difficulty taking pains to explain to me how to avoid making the same mistakes in the future.

One of the chief features of the Columbia that appeals to me is the protection which is given its employees. It is a great satisfaction to know that one has been examined by a competent doctor and one is in good health or if not is going to be taken care of by him. The result of my own medical examination was that I was sent to the Methodist Hospital for a tonsil operation. While there, I was treated in the best possible manner. I lost one and a half weeks work, but feel now that I am so much better than I was that the time lost will not count very much. The Columbia employees showed me all the kindness that they could during that time, and I appreciate that fact very much. To my knowledge no other industry in Indianapolis, or elsewhere, gives its employees the protection that we get.

The five day week which we have at the Columbia is certainly a great blessing to each one of us, and one realizes this more keenly as one watches the people in the stores and other places working on Saturday, and these usually work for less wages than we receive and without anything approaching the protection which we enjoy.

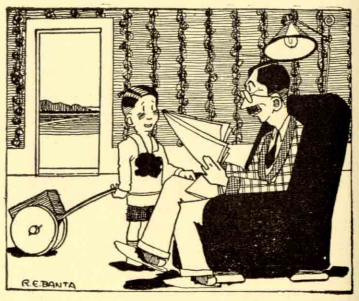
It is my hope that I will become more and more efficient in the performance of my duties as time goes on. If I fail to do what I ought to do, and do it in the right way, I hope that my associates will continue to let me know. That is the way to help people to do better. A Columbia worker has a great deal to be thankful for and in return ought to give to the Columbia all that he or she can. It seems to me to be a difficult task to be a worthy member of such an idealistic organization, but with the assistance of my fellow workers I earnestly hope to become one.

ADA CONDON.

HE SHOULD KNOW

The club members were bidding farewell to one who was leaving for India. In the conversation, a friend said: "It gets pretty hot in India at times. Aren't you afraid the climate might disagree with your wife?"

The man looked at him reproachfully. "It wouldn't dare."



Uncle Henpeck: "You boys of today want too much money. Do you know what I was getting when I married your aunt?"

Nephew: "No; and I'll bet you didn't, either."

TWO FOR ONE

"Sonny, why don't you get up and let one of the ladies sit down?" asked a portly man of an urchin on the street car.

"Why don't you get up an' let 'em both sit down?" was the boy's prompt comeback.

Order and system clear the way for concentration on the main issue.

SOUTH, EAST, OR WEST

Where would you like to live? Each time I am asked this question I think of those different parts of the country which I have seen during the past year and a host of memories come back to me. Particularly do I think of Florida, Maine, and California, and while it would be too long and tedious a task, both from your point of view and from mine, to tell you everything that impressed me about these particular states, yet I shall try to give you those impressions and experiences which stand out clearly above all others.

It was with mingled feelings that I approached Florida. A land of birds and flowers, boasted the southern enthusiast, and yet I could so clearly visualize that page in the old sixth grade geography where Florida was only a deadly swamp with snakes hanging by their tails from tropical trees and green, mottled, alligators crawling through brown rushes. But once there in that climate of warm days and equally warm nights, I found that the birds and flowers were so much in predominance over snakes and alligators that I immediately questioned the veracity of the sixth grade geography and began forming new pictures and ideas about the "peninsula" state.

Probably the most tragic sight comes when one views the results of the "boom" days. Tornadoes and cyclones have been much kinder to Florida than have those mad real-estate gamblers who so recklessly speculated on would-be Venetian villages and imaginary Hollywoods. About the only visible evidences of the former are the propped-up trees one sees in the cities and some wrecked homes and buildings, but as the result of the latter there are subdivision after subdivision whose sidewalks are either crumbling slowly to bits or being over-run with vines and palmetto; homes and hotels standing incomplete as if the carpenters and plasterers had been suddenly called away and for some reason or other had never come back; the Venetian village only a series of canals gradually filling with rushes, and here and there a small alligator.

But it is not this picture alone that prevails. To stand at late afternoon as the sun is vanishing into the blue waters of the Gulf and to see against the blue and rose sky a dark outline of tropical palm trees is to feel some of the charm and beauty that is Florida's. And then there are the cypress swamps. If one wanders back from the main highway between Tallahassee and Tampa one is sure to discover somewhere a cypress swamp, a swamp of blackish brown water with dull green water oaks and tall, lacy cypresses growing up out of the brown. From their branches hang long, feathery streamers of gray Spanish moss, as gray as discarded ashes, all of which makes the swamp a fantastic and weird picture. Then if one is not in too great a hurry to get to Tampa one can make still greater discoveries about a cypress swamp. There is almost certain to be a heron sanctuary somewhere near where one often finds a white heron poised proudly on a fallen, half-rotten cypress log. Beneath him in the black pool is the white outline of his long neck and graceful body. Occasionally a blue heron joins him and they will hunt around in the water for a late breakfast until they are frightened away by the unfamiliar sounds of the uninvited guests in their sanctuary.

As we left the region of the cypress swamps on the west coast and drove eastward we came upon one of the most beautiful landscapes of Florida, that part commonly known as the lake district. This is Florida's mountain region, the mountains being only moderate hills, among which are scattered numerous small lakes. On the well-kept ground plots between the lakes are rich orange and grapefruit groves.

One hill, with a small lake resting at the foot of it, is unique and especially attractive, for it is the hill on which Edward Bok, an American author and editor, has built the Singing Tower, a tower of highly colored stones which contains a carillon and which, together with the surrounding grounds, has been made a sanctuary for man and birds. One gets something of Edward Bok's hopes and dreams for the use of the Singing Tower when one reads the inscription on the wooden plaque at the entrance to the grounds—"I come here to find myself. In this busy world it is so easy to get lost." One leaves this spot with a greater appreciation of Florida's beauty.

While Florida loudly sings her own praises, Maine on the other hand is quieter, more unassuming, and yet to me it is one of the most inviting and in-

triguing spots in the country. There is the blue Atlantic pounding away at the rugged coast line, the simple, white farmhouses with their semi-English gardens of pink ramblers and blue delphinium, and the hills covered with green pines and clumps of slender white birches that, on the mainland, seem invariably to lead down to a lake of lucid blue, bluer perhaps because of its contrast with green hills. No matter in what part of Maine one happens to be one can always find a host of delightful spots and haunts.

It was along the extreme northern coast of Maine that I had my first experience at deep sea fishing. We had been staying in the small fishing town of Jonesport, and one had only to walk along the town's shore line in sight and in smell of the one sardine factory and the empty lobster pots lying in the sun, to realize that Jonesport was indeed a fishing town. Here we soon became acquainted with an old fisherman who, like his father before him, had always lived and fished at Jonesport. One morning he took us out in his motor boat to try our luck at deep sea fishing. With the spray stinging our faces we chugged over a choppy sea until we were nine miles out and in good fishing water for cod. There we baited our hooks with pieces of herring which we had procured at the sardine factory, and let the lines down into the water. We soon learned that the fisherman's way of finding the right depth for the hook is to let the line down until the hook strikes the bottom and then to draw it back the distance of two arms' length, and after we had followed these directions we stood ready for the telltale tug. But it seems I was not to have this thrill, for in the excitement of watching my husband pull in an eight pound cod I let my line slip until it was caught among the rocks so securely that no amount of pulling on my part could dislodge it. But the old fisherman, with his knowledge of rocks, hooks, and seaweed, steered the motor boat first in one direction and then in another, all the while twisting the line this way and that, until finally the hook loosened and he pulled in the line. Somewhere in that hook's journey through the water it had captured, not a cod, but a horrid looking red sculpin with a broad mouth and a spiny head, good for nothing but to be thrown back into the salty brine. And this done we started home without my having experienced the thrill of a twenty pound cod tugging at my line.

Another of my favorite haunts was along that particular part of the Maine coast called Casco Bay, a bay full of islands ranging in size from one large enough to more than hold the two hundred inhabitants of my northern Illinois home village to one almost too small for a flock of clamoring sea gulls to find a roomy resting place. Along this shore I liked to find a sheltered and quiet spot and there lie on a flat rock in the sun. There was a clear sky above me, the fragrance of balsam on one side and the smell of the sea on the other, and in and out among the islands came the white crested waves bringing me messages from strange ports in strange lands. I'm not sure how long I could have been content to lie in this spot, for there was something about those white crested waves that semed to lure me, and like Christopher Morley's Gissing I wanted to go out and see where the blue began. But long before I had reached any such state of discontent we had left Maine, and the sting of the spray and the cry of the gulls had become only memories.

At the farthest corner from Maine is California whose charms have probably been as much propagandized as have Florida's, and if I, too, should sound a bit partial to this particular part of the country it is only because I am writing now under the spell of warm sunshine, purple hills, and snow-capped mountain peaks.

Someone has said that one has not seen California until one has seen the missions and while this may be slightly exaggerated, yet it is true that the missions have played an important part in the history and development of California, and are regarded as a part of California's heritage. At about the time the American colonies were rebelling from English domination Spanish explorers, accompanied by the Franciscan padres or fathers, colonized the west coast of California, and these representatives of the Catholic church built misions for five hundred miles along the coast so that they might carry on their work here—that of saving the souls of the native Indians. At first the missions were rude constructions of sticks plastered with mud or clay, but they were later displaced by imposing structures of stone distinguished by an open court, round arches, tall colonnades, and semi-dark interiors. Altogether twenty-one of these missions were founded and today as one travels up and down the coast of California one can investigate them, some of which are in partial ruin and the others have been, or are in the process of being restored.

One very vivid way to learn about the origin and work of the missions is to see the Mission Play which is given annually at the San Gabriel playhouse. The play includes the founding of the first mission by Father Junípero Serra at San Diego, the life in the missions when they were at their height, and finally the missions inactive and decaying because of their secularization by the Mexican government. It is a colorful production as well as an informative one.

The part of southern California most familiar to me is Los Angeles, since we have been spending the past several weeks here. Los Angeles is a clean, fast-growing city and is spread out over more area than any other city in the United States. Its population is quite a cosmopolitan one with its Mexicans, Filipinos, Russians, Japanese, Chinese, etc., and to anyone who is interested in studying race attitudes and relations and in learning about the peoples of other nations it is a resourceful laboratory.

As one walks down West Main Street one passes Mexican stores with strings of red peppers hanging on either side of the door way, and with windows cluttered with anything from beans and cheese to overalls and sombreros. Farther on is Chinatown, with a faintly sickening odor of incense drifting from the interior of a store. From small groups come snatches of Chinese just as there came the rapidly spoken Spanish from the Mexican stores, and one wonders how these different groups of people can know and understand each other and us, and vice versa, and how they are able to adjust themselves to our complicated American life.

One answer to the latter is the International Institute farther on across the river. This Institute has as its purpose the promoting of a better understanding and greater sympathy between native and foreign born people and the helping of the foreign born to become adjusted to America and her institutions. On the staff are secretaries from six different countries who between them speak seventeen different languages. These secretaries do individual and group work with their own nationalities and iron out many difficulties for their fellow countrymen in a strange and new world. There is an interchange of activities, also, which gives the groups contact with one another. Yesterday at the annual meeting of the Institute Japanese, Russian, Armenian and American women worked together to serve Japanese soup, Armenian bread and Greek cheese, and Russian tea with jam to one hundred and fifty friends and members of the Institute, and one could not help but feel that the work of this organization was helping to break down barriers between peoples whose backgrounds, customs, and manners of living so widely differ.

But if I wrote of the missions of California and the cosmopolitan atmosphere of Los Angeles without mentioning the climate of the Golden State I should not only be unfair to that state, but I should doubtless incur the disapproval of the ardent Californian. Of course it is a delightful climate with the sun shining day after day and week after week, and what middle-westerner wouldn't thrill to go picnicking on the first day of January and eat sandwiches and freshly picked oranges in the warm sun in the valley, while in the distance are snow covered mountain peaks—mountains that are not worn down like the Appalachians, but mountains that are still in their youth, massive, and with their foothills densely forested with enormous redwoods.

Where would I like to live? I don't know. As one's knowledge of the country increases so one's love for the country deepens, and that love is not centralized in any one locality nor bounded by any few states. Rather it is a love that includes the fantastic cypress swamps of Florida, the smell of the sea along the Maine coast, and the magnificent redwoods of California.

MARION FISHER BOGARDUS.

TIME FOR ANOTHER

Policeman (at scene of murder): You can't come in here.

Reporter: But I've been sent to do the murder.

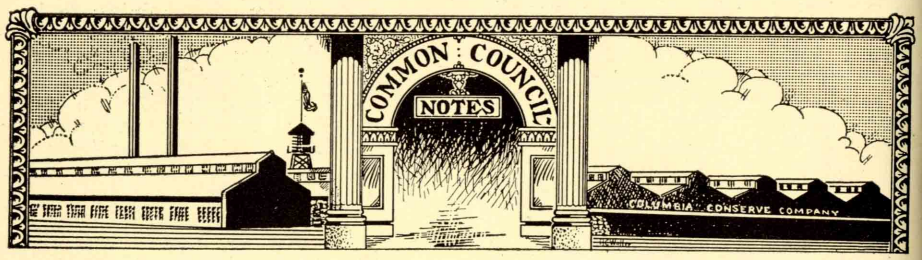
Policeman: Well, you're too late; the murder's been done.

CALLING PAPA'S BLUFF

Old Man: Are you sure you can give my daughter the luxuries to which she is accustomed?

Suitor: I ought to; I'm the one accustomed her to them.

I have never seen a man who could do real work except under the stimulus of encouragement and enthusiasm and the approval of the people for whom he is working. —Chas. M. Schwab.



Regular C. C. Meeting, Monday, Jan. 13

Minutes of the previous meeting were read and approved, and the attendance record taken.

The first order of business was a report from the Stock Purchasing Committee which included two recommendations to buy back Preferred Stock: (a) Upon request of Willie Kalscheuer to sell back $119.00 worth held by him; (b) Upon request of Robert Donelson to sell $237.00 worth he held. In the absence of the chairman of the committee the report was made by Dorothea Nord-Holt. Each case was presented and discussed separately.

The first request was made by Kalscheuer because he needed the money to meet some accumulated debts and to meet lawyer's and court fees incident to divorce proceedings he intends to instigate. In the committee investigation on this case the facts seemed to be that Kalscheuer stood in need of immediate cash and that his only recourse was to sell his Preferred Stock holdings.

There was some adverse criticism expressed in regard to the recommendation of the committee to grant his request. Two or three persons spoke as being opposed to aiding anyone to obtain a divorce thru the cashing of Preferred Stock holdings. Several more could not understand why Kalscheuer could not meet his current expenses with his salary which includes the marriage differential and children's allowance. Detailed information which the committee had obtained was given to council. After further discussion the matter was put to a vote and the result showed all but one in favor of accepting the committee's recommendation.

The second request was made by a former wage worker no longer in our employ. Such requests from persons no longer on our payroll are usually granted without discussion. One phase of this case was slightly different from former ones in that this stock was bought from one of our salaried employees. A word of warning was sounded against the possible use of this back door method of cashing in Preferred Stock holdings by salaried employees thru wage workers who may be leaving our services. It was mentioned that it was expected that Preferred Stock would be offered to the company first when anyone desired to sell his holdings. Without further discussion it was agreed by unanimous vote to accept the recommendation to buy back the $237.00 worth of stock held by Mr. Donelson.

The next order of business was a brief report from the committee charged with working on the proposed Education program. The work done to date was the surveying of fields of class work asked for, or available if wanted; the lining up of possible instructors; and the choice of class hours. A suitable place to hold classes during the present remodeling of the administration building was proving hard to find.

It was stated that suggestions for possible class study had covered the following: *Technical,* (a) training for sales work in the demonstrating branch of its (b) group study of the purpose and application of the work of the Standards department. *Academic,* (a) English; (b) Economics; (c) Sociology.

At present the chief interest seemed to center in the study of English. Other subjects will be taught if enough interest is evidenced to warrant arranging classes and leaders for them. The committee estimated that between 30 and 50 hours a week would meet the requirements at this time and asked that council set aside up to 50 hours a week for the purpose of class instruction. In addition it was stressed that anyone taking part in this work should regard it in all seriousness and work just as hard at the requirements of class study and application as he would in any other activity of the day's duties.

After brief discussion it was decided by unanimous agreement to set aside up to 50 hours per week for the purpose of class instruction. Further reports on this program will be made as the work progresses. It is understood that participation in class work is purely voluntary and everyone is invited to participate who cares to take advantage of the opportunity. It is urged that anyone who cares to join in class work submit his name and the subjects he is interested in.

The next item on the agenda was a report from the Health committee. This consisted of the submission of the list of names of those people who are being given a two weeks' leave of absence as a sort of rest cure following the discussion and decision reached in the last council meeting. The following people were granted such "leaves" effective as from Friday, January 10th: John Thomas, Harry Hirschberger, Thomas McCloskey, Joe Humble, Davis Milner, Elmer Burkhart, Charles Ditchley, Emma Bailey, Nellie Gray, Margaret Noes, Emma Rice, Emma Nutter, Catharine Steinmetz, Ella Carlisle, Elmer Heck, Martha Stader and Stella Bills. Four other persons are away on indefinite leave due to illness: Willie Kalscheuer, Maude Kennedy, Earl Lindley and William McCurdy.

No other phase of the health program was reported on due to the absence of the chairman of the committee.

The next order of business was that of providing some means of transportation for the running of errands at the plant such as those done by Ivan Miles every day. It was stated that the two cars provided by the company are being used constantly by the Purchase department in the work of contracting tomato acreage, and that the new car which was purchased some two months ago had not been available for use at the plant to date. It was the intention to have this car at the plant for several hours each afternoon but this had not been accomplished.

Mr. Proper, of the Purchasing department, stated that in his estimation both cars would be needed for contracting work for about two more months after which time one would be available for plant use. Bert Hines supported this statement and expressed his opinion that it would be unwise to withdraw the use of a car from that work at this time.

After somewhat futile discussion of how best to meet the need for transportation facilities for errands at this time three possibilities were suggested and a committee of three appointed to investigate the matter and bring in a recommendation at the next meeting. The suggestions were:

a. That we purchase another car, possibly a second-hand one.
b. That we use street car service.
c. That Miles continue to use his own car on some kind of mileage basis until such time as one of the company cars is available for plant use.

The three committee members appointed were Bert Hines, Ken Lucas and Norman Eickhoff.

A report was asked for on the recent experiment of having the plant laundry work done outside our own laundry. Mr. William Hines reported that no statement could be made at this time since only one day's laundry had been sent out and it was intended to have a more comprehensive check-up later when the plant was running at more nearly normal capacity. A further report will be made when such data is available.

A report was given on the sales demonstration work done in the city last week by three of our women demonstrators. Josie Baker and Olive Ferguson reported favorable results. Ruby Hawkins reported less favorably. Further information regarding this work will be supplied as the demonstration training progresses.

The next item on the agenda was a request from the Health committee for discussion and decision on the question of payment by the company for the health protection of wives and husbands of our salaried employees who are employed elsewhere. It was suggested that we have preliminary discussion on this matter at this meeting and that we think over points raised during the coming week with a further discussion and decision at our next meeting. It was decided to adopt this course of procedure

The majority of opinion expressed was opposed to paying for medical care for such persons on the following major counts:

a. A person can't be classed as a dependent if employed elsewhere.
b. Such payment would tend to defeat the purpose of the payment of marriage differentials and other special needs allowances which are primarily for use in making it economically possible for married women to remain at home.
c. Such added protection might tend to encourage married women to remain at work when we should discourage such action.

On the other hand several points made were:

a. That we protect both people fully in the cases of husbands and wives in our employ and that it would be discriminating against the wives or husbands employed elsewhere if

we did not offer them the same privilege of medical aid.

b. That to withdraw such aid from these people would be to inflict a double hardship on the man who was foregoing the marriage differential because his wife was employed. If his wife became ill and lost her income on account of it he would acquire instead an added expense item for doctors and medicine.

Rambling discussion on these points was presented into which some personal feeling was injected. It was stated by several that it was important to stick to principle and avoid personality in a discussion of this nature. Having brought forth all the discussion which could be obtained for the moment the chairman asked that serious study be given to the matter during the week and that we would finish the discussion at the next meeting.

The next problem to be presented was stated by Bert Hines, Production superintendent, as follows: "To whom should canvas work gloves be furnished free of charge and how does council wish the distribution of them to be handled."

There has been some misuse of the privilege of having gloves provided by the company and some signs of jealousy seemed evident over the issuance of gloves free of charge for some types of work, notably that of handling hot cans, when other jobs were not thus provided for. After lengthy and somewhat inane discussion it was agreed that we continue to use our former method of distribution namely, that gloves are to be issued by the foremen when needed on temporary jobs and are to be returned to the foremen when the jobs are finished. Discretion of when they are needed and should be supplied by the company is left to the foreman and under the general supervision of the Production superintendent.

The time of the next regular council was left indefinite but will be held either Monday or Tuesday of next week pending word from Mr. Hapgood. A notice will be posted on the bulletin board announcing the exact time.

The meeting stood adjourned at 11:00 a. m.

Regular C. C. Meeting, Monday, Jan. 20

This meeting was called to order by the chairman, Kenneth Lucas, at 7:30 a. m.

Minutes of the previous meeting were summarized and the attendance wa taken.

The first matter of business was further discussion of the questio "Should we extend medical assistance t the wife or the husband of an employe if the former were gainfully employe outside of the company?" The group ha had a week to think of this matter an expressions of opinion were asked for b the chairman from various individuals Several members of Council thought tha we should have no rule in the matter bu that each case wherein application wa made for medical assistance be consid ered on its merits. A few members o Council believed that we should pay fo medical assistance to such people as ar described above, and several others were opposed to doing so. Finally the follow ing resolution was proposed: "Tha when an employee's wife or husband i gainfully employed elsewhere, he or sh is not considered a dependent and medi cal assistance from the company will b extended to him or her only through spe cial consideration and upon the recom mendation of the needs committee." This motion was seconded and carried unanimously.

The chairman asked for a report on demonstration work. Mary Lipferd, who has charge of this work at this time stated she had no report to make but would prepare one for the next Council meeting.

The chairman stated that arrangements had been made to begin regular class work on Tuesday of this week. The first classes would be in English and would be for small groups of six or seven persons with Mrs. Jack Evans in charge.

The committee elected at our previous meeting to consider the advisability or otherwise of purchasing a new car for plant and office purposes made a report through the person of Ken Lucas. He reported that the committee had considered this matter from every possible angle and the recommendation they made was that we pay five cents per speedometer mile to any and every person using his or her own car for company purposes, and that the owner of the car provide gas, oil, repairs, and insurance. The company would not assume any liability for anyone rendering services to the company in the above manner. The committee recommended that this arrangement be put into force at once, and that the matter be reconsidered on or before the first of June. At that time we hope to enlist the services of a full time physician and as a consequence the whole matter of company owned automobiles will have to be discussed again. There was very little discussion of this recommendation and the motion that it be accepted was carried without opposition.

The chairman of the health committee made a report to Council concerning the matter of orthodontic treatment for employees and their dependents. Dr. Leer had interviewed Jack Evans and explained that orthodontia meant the branch of dentistry which is concerned with the straightening of teeth. This work is very expensive and usually can only be performed over a long period of time. Both Doctors Leer and Burckhardt felt that the performance of this work is desirable, but at this time they both advised the company to postpone assuming the obligation of performing it for employees and dependents alike. The following resolution was proposed and seconded: "That orthodontic treatment be not included in our health program at this time unless our doctors recommended it in individual cases because it becomes necessary for the protection of an individual's health." This motion was carried.

MAUDE MALCOLM
Label Room
Columbia Conserve Company

Dr. Burckhardt had reported to the health committee that he was in communication with Dr. Jane Ketchem concerning the matter of obstetrical work for the company. Dr. Burckhardt attached great importance to this branch of medical care and stated it would include pre-natal and post-natal care in the case of each woman who needed the services of such a doctor. Dr. Ketcham had proposed that she take care of each case for the company at an inclusive fee of $35.00. Our medical advisor is now in communication with the various hospitals and is seeking the best means of accommodation for obstetrical cases that come to him through the company. A report will be given on this matter later.

Kenneth Lucas reported to Council that Messrs. Billy Hines, Sr., Bert Hines and Henry Rippe were at the Canners' convention at Chicago and that Arlie Myers would join them there early in the week. Kenneth Lucas stated that he would give a report of the company's operations for the six months' period ending December 31st, at our next meeting.

No further business, the meeting adjourned at 9:30 a. m.

Special C. C. Meeting, Jan. 22, Noon

A brief meeting was called to order in the dining room during luncheon by Chairman Lucas. The purpose was to present for discussion the possibility of contributing certain canned goods in our warehouses to the Red Cross for relief of suffering caused by recent floods in Indiana.

It had been suggested that we might donate these goods which included some accumulated "dents," some reprocessed chicken soup, and some green pea and celery soup which was of good quality but slightly off color. The Red Cross officials had been asked if these goods would be acceptable and the reply was that they would be very welcome since foodstuffs were needed.

After slight discussion it was moved and seconded that we contribute the soups mentioned, of which Miss Franz has a list and which totals in the neighborhood of 600 cases, to the local chapter of the Red Cross for use in relief of suffering in flooded districts in Indiana. This was carried unanimously and the matter was turned over to Miss Franz to see that the goods were shipped.

Regular C. C. Meeting, Monday, Jan. 27

The minutes of the two previous meetings were read and approved.

Mary Lipferd was called upon by the chairman to give a report of work done by demonstrators in the city. Mary gave a very lengthy report of the number of stores worked in and the number of samples given out and stated that the work performed by her assistants, Dollie Franklin, Josie Baker, Margaret Roepke, Ruby Hawkins, and Olive Ferguson, was on the whole satisfactory. It was apparent that there was no way of estimating how much good had been achieved by these demonstrations, but Mary was of the opinion that quite a good deal had been done. Arlie supplemented the report and expressed satisfaction with the

way in which the work had been carried out. Arlie mentioned that some arrangements might be made with the demonstrators to have them take a day off during the week so that they might work all day on Saturday. This matter was deferred for consideration at our next Council meeting.

Homer Shelley mentioned the fact that there was again trouble with men wearing other peoples' clothes during working hours. He urged that more care should be taken in the selecting of clothes in the dressing room to prevent the confusion that now exists.

Mrs. Carlisle asked that employees should contribute more freely to the flower fund.

Billy Hines, Sr., Bert Hines and Henry Rippe gave short reports on the Canners' convention which they attended at Chicago last week. Billy and Bert stated that the chief value they derived from attending these conventions was that which arose from contacts with other canners and the discussions of mutually interesting ideas which gave them a better understanding of the business than would otherwise be the case.

MARGIE KNIGHT
Spice Room
Columbia Conserve Company

Rippe stated that he had seen a good many machines that were new and some part of them he might be able to copy and use for various operations within our organization.

Ken Lucas gave a report of our operating statement for the last six months of the present fiscal year—period ending December 31, 1929. Ken's explanation was very clear and he replied to several questions that were asked. Jack Evans supplemented Ken's report by elaborating on the cost of medical care per capita during the period under discussion. A report was given on class work and the employees were given a further opportunity of enlisting in the classes in English now being conducted by Mrs. Evans.

Billy Hines, Sr. brought up the matter of discontinuing our Monday morning Council meetings on the grounds that we should get into production with a view to producing four to six thousand cases a week fairly soon. He gave it as his opinion that we should not take matters too leisurely now and postpone large scale production until such time as we would need assistance to handle it.

A proposal was made that the matter of discussing Monday morning Council meetings together with arranging a long time production schedule, be delegated to the Budget committee and that that body report on the matter at our next Council meeting.

Meeting was adjourned at 10:00 a. m.

Regular C. C. Meeting, Monday, Feb. 3

The first matter of business was a report from the Budget committee and this was given in three parts:

(1) Production—Albert Hines.
(2) Personnel—Jack Evans.
(3) Finance—William Hines, Sr. and Kenneth Lucas.

Both Billy and Ken emphasized the need for keeping the purchase cost of raw materials within the means of the finance department and Ken explained that we were obligated to pay a debt of $75,000 to the bank by March 1st. The committee's recommendation to Council was that we produce about 5,000 cases per week until further notice. Billy reported that he was now making an effort to have all bills for raw materials for this month deferred until after March 1st in order that the bookkeeping department might pay off our obligations to the bank.

Jack Evans made a statement concerning the prevalence of absenteeism among employees, and particularly among the younger ones. The case of Ruby Hawkins was cited as being one in which the Health committee had been very much concerned. Mrs. Hawkins has lost a good deal of time and there seemed to be some doubt as to the real reason for this. Jack mentioned the case of Olive Ferguson and so did Arlie Myers. It seems that Olive failed to report on Saturday morning, February 1st, to do demonstration work in the city, and that she had reported that she was sick. Arlie felt a good deal of doubt as to whether there was truth in this statement, and believed

Olive objected to working on Saturdays. He said that it was very disconcerting to arrange to have work done in various stores and then to have our own people withdraw at the last moment. Bert Hines asked that he be given the co-operation of the entire force in getting the production schedule worked thru each week.

He was particularly anxious to work out a system by means of which he could rely upon his assistants being at work and being in such shape as to be able to perform the work assigned to them. In this connection Jack Evans reported that Dr. Burckhardt and the Health committee would probably work up a record classifying our employees in order of their physical ability to perform various jobs and that this would be ready within the next thirty days.

The Budget committee recommended further to the Council that Monday morning Council meetings be discontinued and that we return to our old schedule of five days a week, nine hours a day with Council meetings on Friday night. The recommendation of the Budget committee was accepted unanimously.

The Health committee made a report thru its chairman; most of it was concerned with the case of Lafe Gardner. Dr. Burckhardt suggested that Lafe be tried at work again as he was making some improvement in his general well-being. The doctor, however, was anxious that Lafe submit himself to a number of X-ray examinations before any attempt was made to place him at any kind of work within the plant, and arrangements had been made for such examinations. Discussion concerning Lafe led to questions about Mrs. Gardner. It seemed to be the general opinion that she failed to fit into our organization almost completely and in addition to her physical handicap there were many psychological ones. In connection with Mrs. Gardner's case, it was moved and seconded that Lafe Gardner be given another trial at work if his health permitted and that Mrs. Gardner be released from our employ.

It was moved and seconded also that in the event of Lafe failing to continue work because of his health, a straight pension be paid him, and Mrs. Gardner be asked to remain at home to take care of him. These resolutions were carried unanimously.

Jack Evans reported that Willie Kalschauer would endeavor to reinvest with the company the money given him in return for Preferred Stock on January 15. It was explained that the money was not used for the purposes which Willie had originally in mind, but a change in his circumstances indicated that Willie was not to blame for the situation.

Arlie Myers brought up the question of the need of our girls doing demonstration work to "buckle down to the job" of doing this work, and asked that Council make arrangements for the payment of living expenses to all the girls who were sent outside the city to do this work. The figure of $25.00 a week was stated to be a reasonable one for each girl doing demonstration work—plus railroad fare and her usual salary.

This matter was not settled, however; instead, it was deferred until our next Council meeting together with a question of our having some of our salesmen's wives do demonstrating work while away with their husbands. A committee of three people, composed of Arlie Myers, Chloe MeHarry and Dorothy Nord-Holt, was appointed to investigate the cost of living for girls doing work away from home. It was decided to hold a Council meeting on Friday night at the usual hour.

Meeting adjourned at 9:15 a. m.

Regular C. C. Meeting, Friday, Feb. 7

The meeting was called to order by the chairman at 7:00 p. m., being the first evening meeting since December 2, 1929. Eight Monday morning meetings were held and one meeting omitted during the Christmas holidays since the schedule was changed to include daytime meetings during the recent less active production period. General satisfaction with the effectiveness of the Monday morning meeting time during that period was expressed by the chairman who stated that a large number of items of business had been handled very expeditiously.

The minutes of the previous meeting were read, corrected and approved.

The first item of business was a statement made regarding the financial arrangements made with the bank during the past week, and the current condition of our finance. Ken Lucas and Mr. Hapgood reported that $25,000 had been paid the bank during the last five days on the present loan. Sales and collections have been good and the movement of goods is on the increase. The bank has offered, voluntarily, the credit of $40,000 whenever we want it in March or April. No arrangements for credit for the tomato packing season have been discussed as yet but there is no doubt that our needs

will be met without any difficulty. All of which tends to show that our credit standing with the bank is very good.

A report on the case of Olive Ferguson, which was left pending further investigation since the last meeting, was made by the chairman. The doubt expressed by Arlie Myers at that meeting regarding the validity of Olive's excuse of illness when she failed to report for sales demonstration work on Saturday, February 1st, had been cleared up to his entire satisfaction. He had obtained information, through investigation, which he was willing to accept that she was ill on that day.

The next topic for discussion was a continuation of the matter of the use of part of the time of salesmen's wives for demonstration work when the wives accompany the salesmen on long road trips. It had been suggested by some members of the sales department that some such use of part of the time of these women would offer a stimulus that might relieve boredom and provide a means for making time pass more quickly and profitably for them.

Council decided that it would be a good policy to allow any of these women who cared to offer their services for such demonstration work to go out on the job under the direction of the group leader in charge of whatever section the work was in. No pressure is to be brought to bear, however, and all such work will be on a purely voluntary basis.

A tentative estimate of $4.00 per day as expense allowance for room and board for girls who may do sales demonstration work out of town was offered by one of the committee members appointed to investigate this matter. No final decision was agreed upon and it was thought advisable to gather further data on costs of living in various cities before reaching any definite conclusion. Arlie Myers was asked to make inquiries in Rochester, New York, where he is to work the next several weeks and where arrangements may be made to use several girls, and to return whatever information he may acquire so that such figures may be used in reaching a satisfactory estimate. In the meantime the question of such expense allowance will be tabled.

The next case presented for discussion was that of the resignation of Eugene Avarientos, a salaried worker who left our employ suddenly on Wednesday, February 5th. Along with the matter of resignation a discussion on a request for a loan of $100.00 made by Eugene by letter since leaving us, was asked for. The letter was read by the secretary and the chairman called for discussion on the resignation first. Explanation of the resignation was offered as follows:

He was obliged to leave town suddenly to join his wife in Chicago where she had gone a few weeks ago. The reasons given for the move to Chicago were that classes in several subjects were available at the University of Chicago which were not given at Butler University here and that some brothers of Eugene (who lived with him) wanted to take those courses, hence the move. Secondly, his wife had not been happy while living in Indianapolis on account of the influence of race prejudice she thought she encountered here. Eugene and his wife are Filippinoes and, while Eugene stated several times that no particle of discrimination had been evidenced here at the plant towards him and everyone had treated him very well indeed, the attitude of people in the city generally had not been very considerate. Mrs. Avarientos hoped to find a happier state of affairs in Chicago. Other difficulties involving responsibilities towards the brothers mentioned and a nephew as to family arrangements were mentioned also.

It was thought at first that Eugene would stay here for some time longer, but recent developments caused him to reach a hasty conclusion to resign and go to Chicago, too. So, without any kind of advance notice, he withdrew from our employ.

Because of a belief on the part of several individuals that Eugene had shown little consideration for the company in the matter of time lost while here on salary, in a general decline in his efficiency since being placed on salary, and in his sudden leave-taking, the payroll department deferred paying the customary two weeks' salary in advance given to anyone on salary who leaves our employ until the matter could be discussed and decided upon in council.

With this explanation of circumstances Council accepted the resignation as reported and proceeded to discuss whether or not the two weeks' advance pay should be granted. After the asking and answering of several questions several persons voiced the opinion that, due to the fact that Eugene was of a different temperament, that he was as naive as a child regarding many things, that he had been under an emotional strain because of race prejudice and other difficulties and that he had been working under a handicap as a result of all of these things, we would be well advised to continue our generous treatment of him and grant the two weeks' pay.

After discussion it was moved and seconded that we pay Avarientos the customary two weeks' salary in advance. Put to a vote all were in favor except one and the motion was carried.

The request for the loan of $100.00 made by Eugene was next discussed but there was overwhelming objection to granting the request. After brief discussion it was decided by unanimous vote not to make the loan.

The next order of business was a request by letter from Grace Community church in Denver, Colorado, thru the pastor, Rev. Aaron A. Heist, for funds to equip a boys' club room in the Grace Community house. The letter was read and it explained the need for aid very clearly. Mr. Hapgood gave first hand information about the work being done by Grace Community church and stated that in his opinion it was work well deserving our support. (The letter is attached to these minutes for reference.) Arlie Myers proposed that we grant the request and moved the following method "That each employee be asked to contribute whatever he wishes to, voluntarily, and that the company contribute the balance needed to make up the sum of $250.00. The motion was carried unanimously.

The suggestion was made that general announcement of this be given at noon on Monday, February 10th, and that funds be received from employees from Monday, February 10th thru Monday, February 17th, the whole transaction to be completed on Tuesday, February 18th. The funds will be handled as the chairman sees fit, preferably using the channel of collection offered by the Credit Union cashiers.

Next a statement was made that literature had been received from The Federal Council of Churches making an appeal for aid for destitute people in Marion, North Carolina, who are the victims of recent labor disputes and strikes. Rev. James Myers, director in charge of such service work for the Federal Council, is to be in Indianapolis for a week soon in connection with a state-wide speech-making campaign under the auspices of the Y. M. and Y. W. C. A. It was suggested that we try to get him to come to a council meeting during that time and have him explain to us the situation in Marion and the general work of the Federal Council of which he is in charge. This plan was agreed to without much discussion and in the meantime literature will be posted on the bulletin board regarding this matter.

Next the Health committee reported on two cases. Lafe Gardner has been found to be disabled for further work. The doctor recommends that he be placed on the pension list as there is little likelihood of his ever being able to work again. Council accepted the recommendation without comment and decided to refer the matter of investigation of needs and setting the amount of pension to the Needs committee. That body will bring in a recommendation on this at its earliest convenience.

The next recommendation from the Health committee concerned the case of Maude Kennedy. Maude has been ill for the past 6 or 7 months and has been away from the plant for the most of that time. The doctor finds that she is the victim of rheumatism in a pernicious form and will not be able to return to work for at least another six months and perhaps not then. The committee recommends that Maude be placed on a pension for the time being and that she be paid $3.00 per week, plus a $2.00 per week child allowance until her son reaches 16 years of age. In addition the company will pay for electric treatments needed by Maude. The figure of $3.00 per week was established because that amount will bring the family income of her husband and herself to $33.00 per week, which equals our minimum salary for married men. This recommendation was accepted unanimously and will be effective as from Friday, February 14.

The chairman presented the information that Jack Evans had received an application from a Mr. Carl Wilson for employment with us. Mr. Wilson is a young man 30 years of age, who has had some sales experience with Van Camp & Company, one of our competitors, in this city. Because no one seemed to have any information about the man, and the fact of his having been a salesman for Van Camp was perhaps more of a liability than an asset, the matter was left open until such time as more people could see and talk with him. If he came with us at all, it would be because he had unusual qualifications of some kind, and then he would be expected to work in the plant for considerable time to adjust himself to us and to become familiar with our product and methods. Further discussion on this will be entertained whenever more information is available and someone cares to present it again.

A general report from Mr. Hapgood was given next. Among the points stressed by him were the following:

The sales outlook for 1930 looks very favorable as balanced against 1929. There is need for considerably more sales effort and more men will be needed in field work. More volunteers are asked for from the plant. More attention should be given to the developing of ability of expression for potential salesmen in our education program as well as information given on sales technique and quality of product. The more people who may be trained to do sales work the better, so that when slack periods in production may occur, such persons may be shifted to sales work.

Special comment was made on tendencies noted, through recent references in council minutes, that some members of our group seem to be "slacking on the job." The importance of making our organization a social and financial success is an ever increasing one, and such slackness is not to be tolerated if we aim to succeed.

Recess was declared for 10 minutes at 9 o'clock.

Following recess the chairman announced that Mr. Mark Starr, an English economist, who is in the country for a year teaching at Brookwood Labor College, is to be in Indianapolis for a week or ten days beginning next Friday, February 14. Mr. Starr is a capable speaker and is to be a visitor at our next council meeting. It is possible that he may be available for an informal discussion group or two if such can be arranged, though he is to be busy on the same campaign as James Myers. Details for such arrangements will have to wait until he arrives, however. In the meantime we are asked to consider arranging our personal schedules to include time for such a discussion group if he can be spared to us for one.

Some suggestions for consideration were placed on the agenda as new business as follows:

That a committee on committees be selected, this body to be composed of those most experienced in the needs and makeup of committees, members to be selected very carefully. That this committee then be responsible for the apponting of members to all other committees with the purpose in mind of balancing committee membership amongst those trained, experienced persons qualified to carry the weight of the responsibility, and newer, younger members who need the training and experience which committee membership provides. This method will tend to lessen the burden of committee appointments carried quite often by the chairman and will cut down the number of hap-hazard appointments or elections in council when committees are selected hurriedly on the spur of the moment.

That health examinations be given all wage workers before they start work with us. This matter is turned over to the Health Committee for consideration.

The general status of education as such, the need for someone who has the capacity to stimulate interest in classroom work, the need to keep clearly in mind that class work, to be effective, requires regular attendance and serious attention. We have a class program for the study of English in effect now under the capable leadership of Mrs. Marion Evans. Council has allowed up to fifty hours per week for classroom work and it is important that those people who are signed up for these classes attend them regularly and take the instructions seriously.

In connection with methods and needs of education mentioned, Arlie Myers stated that he would like to know if the Cauldron could not be arranged so as to include a page or two of simple educational matter. He had heard comments that some of the things printed in the paper were "too heavy" and consequently the employe readers who didn't care for heavy literary food passed them by. He asked the question in order to get information and not specially to criticize.

These comments led to a general criticism of allowing the management of the paper to be solely in the hands of one person. Questions were asked as to the reason for the disbanding of the former method of having a committee which supervised the construction of each issue. It was stated that more effort ought to be made to secure contributions from plant members, that more consideration be given of educational needs of employe readers. Another question raised was in regard to the setting of a subscription rate for the paper, by whose authority and for what purpose? Discussion of this matter will be entertained at our next meeting.

The next item of business was a question raised by Billy Hines, purchasing agent. Billy suggested that we contract for tomato acreage for the coming season somewhat in excess of our actual need in order to cover any unusual weather hazard. Since we probably will need 2,000 acres to provide tomatoes to plant capacity, he recommended that we contract for 250 acres in excess of that amount. Explanation of our need for

pulp and a large amount of tomato soup was offered. It was moved that we accept the recommendation of the Purchase Department and we instruct Mr. Hines to contract for tomatoes up to plant capacity.

The final remarks of the evening were in the form of a solicitous word of warning to Mr. Hapgood as to the proper care of his health. He was told quite frankly that the group did not approve his working at such long hours as 16 to 18 a day, with long arduous sales trips the order of procedure. He was reminded that he, as well as any other member of the group, was obligated to follow the doctor's instructions and the dictates of common sense even though his enthusiasm and keen desire to reach a goal of success urged him on. His resistance at the moment is low and his general health stands in need of some rest and relaxation.

He promised to be good and said he would take things a bit easier on the sales trip to the West coast next week and that in April he would return for a period of rest at his farm.

The meeting stood adjourned at 10:15 p. m.

THE NEXT ONE

"When is the next train out of this burg?"

"Twelve o'clock, sir."

"What? Isn't there one before that?"

"No, sir; we never run one before the next."

HEIGHT OF SOMETHING

A Scotchman recently sued a baseball company because he was hurt while watching a ball game. He fell out of a tree.

"I am not thin-skinned. I'm the first to laugh at my own foolishness."

"What a merry life you must lead!"

TAKE THE TRAIN

Don't think you are only fellow who has troubles. Read this:
When Noah sailed the well-known blue,
He had his troubles, same as you;
For days and days he drove the ark
Before he found a place to park.

TOO COOL

"Tell me," said the lady to the old soldier, "were you cool in battle?"

"Cool," said the truthful veteran, "why I fairly shivered."

LOWER MATHEMATICS

Teacher: Tommy, what is one-half of one-tenth?

Small Boy: I don't know exactly, teacher, but it can't be much.

BIDDY'S JOKE

"Me husband is in the dumps most of the time."

"Is it wan of thim pessimists he is?"

"Nah, he's a garbage and junk collector."

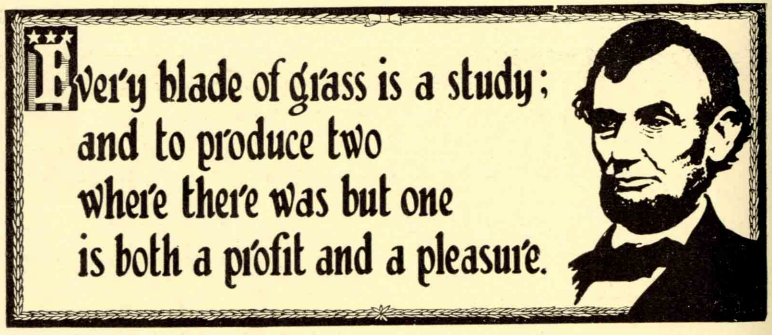
DEMOLISH YOUR LIMIT FENCES

Let yourself go on and on. The only handicaps that can keep us from getting to what we are struggling to are our self-imposed limitations.

AT LAST!

Lawyer: For the last time, I am asking you for that $3.00.

Debtor: Thank heavens!


Every blade of grass is a study;
and to produce two
where there was but one
is both a profit and a pleasure.

STATE LIBRARY

The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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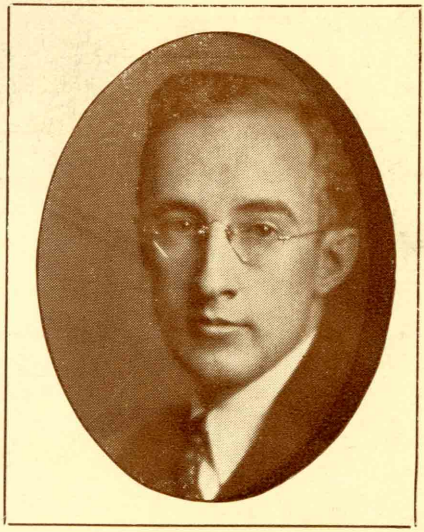


H. E. BOGARDUS
Sales Department
The Columbia Conserve Company
---Photo by Hartsook

INDIANAPOLIS

APPARITIONS

Who goes there, in the night,
Across the storm-swept plain?
We are the ghosts of a valiant war—
A million murdered men!

Who goes there, at the dawn,
Across the sun-swept plain?
We are the hosts of those who swear!
It shall not be again!

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

THE PLIGHT OF THE AGING WORKER

By Russell T. Herrick

What can industry do for its aging workers? This is a problem that is worrying employers, labor leaders and social workers.

American industry is famed for its zeal and courage in scrapping old machinery and abandoning outworn methods of production. When a machine cannot keep up with an improved machine, it goes to the junk yard.

But the aged worker cannot be thrown out on the scrap heap quite so easily. He must eat. The average employer is not so cold-blooded as to abandon him like an outworn machine.

Nevertheless the older worker is slowly but certainly being forced out of industry. And to make matters worse, the number of aged workers or those who would be if they could get jobs, is increasing.

Medical science in the past half century has cut the death rate and improved enormously the health conditions among children. It has been so successful that it has increased by half the number of those who live to be 65 or more. In 1870 they constituted 3 per cent. of the population. Now they comprise nearly 5 per cent.

Thus we have more old people in the United States than ever before, while industry has been growing in a way that makes it less able, year by year, to take care of its aged and aging workers.

* * *

As industry has grown it has speeded up. More than ever before, it is a young man's job to tend the speeding machinery that makes the modern world go around so fast. A study of the pension lists of several of the large corporations that have maintained such systems for years indicates that almost half of the employes retire before they reach the age of 65, the mark the statisticians peg as the beginning of old age.

Agriculture, commerce and the professions are more hospitable to old age than is industry. The professions constitute so small a percentage of the population, however, that they may be ignored in a study of the problem as a whole.

There are still many men over 65 running small stores and engaged in other commercial enterprises. But the chain stores are cutting down the number of independent merchants, and younger men seem to have preference as bookkeepers and clerks, especially in the larger establishments where accounting is now largely a machine process.

Agriculture still has a place for the worker who is not so young. About 8 per cent. of the nation's agricultural workers, including owners of farms, have passed their 65th birthday. This is two or three times the percentage for almost any other industrial class.

But agriculture has been relatively lagging while industry has been leaping forward. Forty years ago half the workers of the United States were on the farms. Now only about 25 per cent. are so engaged. Even between 1910 and 1920 the number of workers in manufacturing pursuits increased about two and a quarter million while more than a million and a half workers left the farm.

These figures are based on the 1920 census, now ten years old. But the trend

they illustrate has continued with one very important modification. That is the introduction of labor saving machinery to an extent undreamed of even a few years ago. Industrial plants that employed 5,000 a few years ago now get along with 2,000 or less. In some individual processes one man and a big machine does what 100 men did only a few years ago.

Hence many manufacturing industries are employing far fewer men than they did a few years ago. The railroads are hauling more trains but employing fewer workers to do it.

This newest curtailment of employment by machinery has hit the older workers hardest. Probably those already employed may still have their jobs. Most employers are not entirely without heart and do not like to turn an old man adrift if they can help it. But fewer men are being hired and the gray-haired veteran has little chance of getting a job when so many younger men are willing and eager to serve the speeding machines.

The problem is further complicated by the fact that measures designed to safeguard all workers and to improve their lot work against the older worker.

* * *

Practically all states have workmen's compensation laws. That means that the employer must pay when the worker is hurt or suffers from an occupational disease. The older men, worn by years of toil, are much more liable to become subjects for compensation payments than their younger fellow-workers.

Many larger employers have group insurance systems and pension plans. In all such schemes the younger the average age of those participating the less is the cost.

So it is not strange that the employer thinks twice before hiring an old man, or even a man of middle age. An employment "dead line" becomes almost a necessity. At the recent convention of the American Association for Labor Legislation in New Orleans, Murray W. Latimer presented a study of hiring age limits in companies having industrial pension plans. Returns were received from 239 plants employing 3,113,725 persons. Forty per cent. of the companies, the employers of 60 per cent. of the persons covered, admitted that they had age limit rules in operation.

A recent investigation in Cleveland showed that a man over 45 has a hard time getting a job in most industries. Cleveland employers disclaimed having a definite age dead line, but admitted that if two men of equal skill were available, the younger man would be hired.

Thus science through medical progress is giving the worker a longer life, and science, through industrial development, is giving him a shorter job.

Abraham Epstein, whose "Challenge of the Aged" is probably the best study of this very modern industrial problem, sums up the case of the aging worker:

"Practically all modern tendencies, even those presumably initiated for his own welfare, work against the older employe. The increasing standards of efficiency, specialized industry, workmen's compensation laws, group and private pension systems, all tend to discourage the hiring of older workers."

What is the answer to this problem so closely tied with human happiness?

Individual thrift, say some observers. But a comparison of average wages with the cost of living shows that the average worker cannot support a family and save enough to provide for his own old age.

The problem is being met in a haphazard way at present by private charity and by public relief through almshouses. Private charity cannot reach all who need. Public almshouses are too often a sort of semi-jail that is grim reward indeed for a life of frugal toil.

State industrial pensions are being urged by many social workers and labor leaders as the only means of meeting this increasingly serious problem. They have long been in force in most European countries. The last few years has seen their first serious consideration in America.—*Cleveland Plain Dealer.*

EDITORIAL

Recently we have discussed two important problems. First, whether we should become members of the Indianapolis Chamber of Commerce, and second, whether we should form a labor union, catering for canning workers. The discussion concerning the Chamber of Commerce was illuminating, and it showed two definite trends of thought. Our more conservative members were anxious that the company should take out membership in the Chamber of Commerce partly because of the business prestige that such a course would give us, and again because of the services of a business character which might accrue to us. The more liberal members of our group were anxious to take out membership in the Chamber of Commerce for very different reasons, the chief of these being that they believed it desirable that we should get on the inside of an institution which is notoriously reactionary and lend our weight in the formulation of a more progressive policy and a more liberal outlook on the part of the Chamber of Commerce itself. In between the two sections spoken of, there was a fairly large group of people who opposed joining the Chamber of Commerce on several grounds. Those named were as follows:

That the Chamber of Commerce is too much dominated by big business to allow of our being able to influence it in the direction we desire; that our joining the Chamber of Commerce would alienate a great deal of sympathy which we have from people outside because of the danger we would run of complicity with the reactionary forces in the city; that we would dissipate our energies in a direction where little good would result when there is need for our concentrating our forces upon industrial and social reform where it is possible for us to count as an organization. The vote of 36 to 21 in favor of our joining the Chamber of Commerce is a good reflection of how opinion was divided. The turning point in the discussion seemed to come when it was pointed out by one member of Council that the Columbia had a moral obligation to go into the enemy's camp occasionally and take issue with him on his own ground. That sentiment registered, and there can be no doubt that there is a great measure of truth in it, providing we can avail ourselves of the opportunity.

The question of whether we form a labor union here indicated that the group was more evenly divided upon this question than upon the former one, and that the line-up of members was that the liberals were distinctly for the movement and the conservatives were almost as distinctly opposed to it. To the liberal section the project of a labor union for canning workers held out great hope in many directions, and it was reiterated time and again that it would link us more solidly with the labor movement in general than anything else we have done in the past. The more conservative members of our organization felt that to join a labor union was to establish a very dangerous precedent and to break with our tradition and customs. There still lingers in the minds of many of our members a close relationship between membership in a labor union and a reckless communism. The question of whether we should form a union resolved itself into a debate between the courageous and the cautious—the bold and the conservative among us—and in this debate the outcome is decidedly uncertain. It is a significant coincidence that we were called upon to discuss these two subjects at a single meeting. It indicates the progressive alignment of forces in present-day American society, where organized capital stands on one side and organized labor on the other. The Columbia occupies a unique position upon this kaleidoscopic canvas because it is at one and the same time an organization of capital and an organization of labor. Because of this fact, we are called upon to exercise our keenest judgments and to display the shrewdest tact; for what we do may have a very considerable significance for the entire world of industry.

We shall again resort to a discussion of the question of labor unionism. When we do, it is to be hoped that our statements and opinions will be based upon sound reasoning and intelligence; that each one of us will seek to remove the subtle influences of prejudices and hearsay, and that we shall reach whatever decision we come to on the basis of cold and indisputable fact.

HAPPILY MARRIED

The harassed-looking man was being shown over some works. "That machine," said his guide, "does the work of 30 men." The man smiled glumly. "At last," he said, "I have seen what my wife should have married."

A RESERVE FUND

Sky: "I hear you and your wife had some words."

Hy: "I still have mine. I didn't get a chance to use them."—Old Maid.

The foreman was rebuking Pat for being late.

"Why is it," he said, "that Johnson, who has to walk three miles to his work is always here in time; and you, staying only around the corner, are always late?"

"Sure," said Pat, "that's easily explained: If he's late, he can hurry a bit; but if I'm late I'm here, and it's no good hurrying."

Our memory goes back to the time when, if a neighbor woman told how many quarts and pints she had put up you knew she meant fruit.

Tourist (to irate farmer, whose pig he had just run over): Sir, I will replace your animal."

Farmer: "Sir, you flatter yourself."

MY EXPERIENCES OF INDUSTRIAL CONDITIONS

Until I came to the Columbia Conserve Company, the farthest thought from my mind was the working conditions of people other than myself. I did my work merely in order to receive my weekly check, never thinking of those who were out of work or who were underpaid. If the working conditions of the company seemed favorable to me, I remained in that company's employ, if not, I looked for work elsewhere.

When I first went to work, I was young, and having been out of school for about a month, I was very anxious to get work. After I worked a few weeks I began summing up the working conditions as far as I was concerned. I thought the conditions were fair enough—they paid fairly good wages, their hours were not long, they paid you when you were sick, after one year's service they gave you two weeks' vacation with pay, and they were very congenial people to work with. Of course, I worked in the office. In the factory, conditions were different. The foremen received about the same privileges as the office force, but the factory workers didn't enjoy any of these privileges, except fairly good wages. Most of the work was piece work, and they had to work pretty hard to make their good wages. At that time I thought little of this difference in treatment. At times I did wonder how some of the men with families managed on the income they received, but it didn't seem so difficult to understand why the girls in the factory didn't receive any better wages. I supposed it was because they didn't have to go through any training as the office girls did. It takes a good deal of time and money to take an office training course. I noticed, too, that during a slack period the oldest and less efficient would be laid off first. They were the ones that were paid the least, too. Some foremen did try to lay off the ones that needed the work least, but others didn't consider that.

I was laid off during a slack period to be called back as soon as business opened up. Meanwhile I worked at another business concern. I didn't stay there on account of the long hours and the unreasonableness of the people I had to work with.

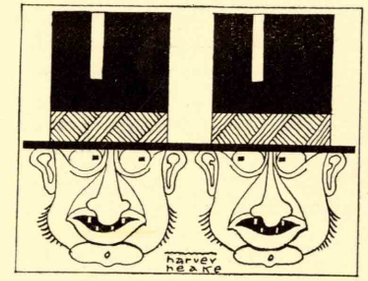
From there I came to the Columbia Conserve Company. I worked at the Columbia for several weeks before I began to notice the differences. I realized that the working conditions of this company were not only good for office force and foremen, but for all the workers. Some of the differences I noted were the good wages for all the workers, good hours, vacations with pay for all workers, and complete medical care for all workers and their dependents.

After I was at the Columbia for several months, I was called back to my first position. I didn't quite understand all the Columbia's motives at that time and was very undecided as to whether I wanted to stay with the Columbia or return to my old position. After much consideration I decided to stay with the Columbia. I have never regretted it. After several more months I knew that no company has ever done as much for its employees, or given them as many privileges. Everyone seemed to be so completely happy at the Columbia. I have not experienced that condition elsewhere.

The other day I was asked whether I preferred to go back to the old company under their system of government or remain with the Columbia under the present government. I replied that, although if I worked at another company I might be among the few who would rise to better positions, I was completely satisfied with the Columbia, where wages were limited in order to give the entire working force a fair wage.

DALE BILLMAN.

My Goodness!



Bill: "I heard you advertised for a wife. Any replies?"

Ed: "Yes; hundreds."

Bill: "Good; what did they say?"

Ed: "Oh, they all said, 'You can have mine'."—*Blue and Gray.*

Setting the Example

A minister, substituting for a friend in a remote country parish, was greatly surprised on observing the old verger, who had been collecting the offertory, quietly abstract a fifty-cent piece before presenting the plate at the altar rail.

After service he called the old man into the vestry and told him with some emotion that his crime had been discovered.

The old verger looked puzzled for a moment. Then a sudden light dawned on him.

"Why, sir, you don't mean that old half-dollar of mine? I've led off with that for the last fifteen years!"

A Reasonable Service

"An old colored man," said a minister, "came to me one day with the request that I pray for his floating kidney.

"Why, Sam," I remonstrated. "how do you expect me to pray for some particular thing like that?"

"'Wal, parson,' Sam retorted, 'las' week you'all was a-prayin' for de loose livers.'"

THE MACHINE—MASTER OR SLAVE?

Man has created the machine presumably as a labor-saving device, yet on the whole he works harder, worries more and plays less than his ancestors, who produced all their needs of life with primitive tools within the family circle. This is one of the conclusions reached by Stuart Chase in "Men and Machines,"* a book in which he attempts to estimate the effects of power-machine production upon mankind.

From the earliest days of machine production, when children barely able to walk were dragged into the mills and mines, to the present day, the workers have been paying heavily for the technological advances in industry. True, the worker of today enjoys a higher standard of living than his ancestors; but the uncertainty of holding or getting a job, due to cyclical and technological unemployment, more than offsets this advantage. It is true also that his daily hours of labor have been decreased and his span of life increased; but he works harder and has fewer holidays than his ancestors, and a longer life-span is no longer an advantage when at 45 he can not secure a job. Nor can the increased number of industrial accidents, the deadening monotony of much of the work, and the grime and noise of our industrial cities be listed as advantages.

These negative effects, the author points out, are not, however, inherent in the machine itself. "So long as the force which owns the factory has no interest in labor save as a commodity," he says, "the workman is distinctly worse off than before. If, however, the force, as is now the case in Russia, and among certain employers elsewhere, regards the workman as a human being for whose benefits the wheels of industry are principally turning, he may well stand to gain more than he has lost."

All this notwithstanding, Chase does not by any means paint a one-sided picture. He has much to say in defense of the machine—and often where one least expects it. His chief accusations are not against the machine but against the way man handles it. He points, for example, to our careless wastefulness of natural resources—a wastefulness which in such an industry as oil (upon which our entire machine structure depends as a lubricant) is likely to reduce the United States from an economically independent to an economically dependent nation within a few years. He argues that our whole economic structure has become too interdependent to continue safely without some central supervision. He points out that in such an economic structure, where the breakdown of a single industry is likely to prove fatal to the whole, the prevailing attitude of regarding government regulation (except in upward revisions of tariff!) as "socialistic" means courting disaster.

To those who are not hopelessly convinced that this world is as good as it possibly could be, Chase offers a most stimulating book.

*MEN AND MACHINES, *by Stuart Chase. The Macmillan Company, New York. 354 pages. $2.50.*

Home Brew Recipe

Chase wild bullfrogs for three miles and gather up the hops. To them add ten gallons of tan bark to give it a body, half a pint of shellac to make it smooth, one bar of soap to make it foam, and four door knobs to hold it down after you drink it. Boil for thirty-six hours, then strain through an I. W. W.'s sock to keep it from working. Add one grass hopper to each pint to give it a kick. Pour a little into the kitchen sink. If it takes the enamel off, it is ready for bottling.—*North American Almanac.*

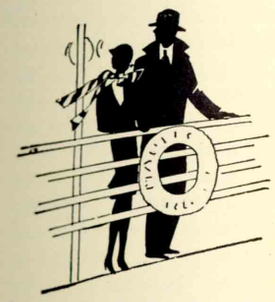
"If you've spotted the man who stole your car, why don't you get it back?"

"I'm waiting for him to put on a new set of tires."

EQUALITY AS A SOCIAL POLICY

By R. H. TAWNEY

Author of "The Acquisitive Society



In an essay published more than half a century ago, Matthew Arnold remarked that in England inequality was almost a religion. Much has changed since Arnold's day, in the worlds both of fact and of thought. Few politicians would expatiate like Mr. Lowe today on the blessings of the English tradition of inequality. Few educationalists would endeavor, with Thring, to assauge the apprehension felt at proposals to extend education, by arguing that "The law of labour" compels all but a tiny majority of children to terminate their education not later than ten. Few political thinkers of today would write with Bagehot that "The secret of English success is that the English are a deferential people." But while the cult of inequality as a principle and an ideal has declined with the decline of the aristocratic society, of which it was the natural accompaniment, it is less evident perhaps that the loss of its sentimental credentials has so far impaired its practical power as to empty Arnold's words of all their significance. It is true, no doubt, that if Arnold were writing today, his emphasis and illustrations would be different. But it is possible that, observing the heightened tension between political democracy and a social system based on sharp contrasts of opportunity and circumstances, he would find in the latter a more impressive proof of the justice of his diagnosis than it falls to the lot of most prophets to receive.

A system founded on inequality is against nature and in the long run breaks down. Nor, perhaps, is it without significance that, even today, observers from the British Dominions and from some foreign countries occasionally utter criticisms conveying a somewhat similar suggestion to that made by Arnold in the middle of the nineteenth century. They are concerned not with the outlook of this class or that, but with the general habit of mind which permeates, as it seems to them, the whole society, and which causes inequality to characterize not only those aspects of life, like the distribution of pecuniary income, where it is difficult to diminish it, but also those, such as educational provisions, where the means of overcoming it are already well known. They sometimes contrast the considerable element of stratification in English social arrangements, and the indulgence still accorded it, with the larger measure of social equality which is the glory of France, and the easygoing indifference to traditional class distinction of the younger communities of the British Commonwealth, and hint that Englishmen must be born with what the French call la mentalitè hièrarchique.

Equality is a word with more than one meaning, and the controversies surrounding it arise, partly at least, because the disputants are using the same term with different connotations. It is obvious that there are two different senses in which it may be employed which, though often confused, it is essential to distinguish.

The doctrine of human equality advanced in the historical assertions, of it, and the insistence on inequality as a fundamental and inevitable characteristic of human society, are susceptible of one or other of two different interpretations. They may purport to be statements of fact, or they may be expressions of an ethical judgment. In the first case, they assert that men are on the whole very similar in their natural endowments, or emphasize that their differences of character and intelligence are profound and unalterable. In the second case, they affirm, on the one hand, that all men are equally entitled to consideration and respect, and that the happiness of a society will be increased if it so plans its organization that such equality of consideration is accorded to them; or,

on the other hand, they insist that no claim of the kind is a valid basis for institutions and policy, and allege, on the contrary, that the ideal to be aimed at is a society, the strata of which are sharply distinguished from each other by their external conditions.

The first meaning of the word Equality need not detain us long. The suggestion that men are endowed by nature with equal powers is rarely advanced today, and, in so far as it is advanced, is contradicted both by practical experience and by the results of the more systematic study of human nature which has taken place during the last half century.

But, while it is obvious that any doctrine which ignores differences of natural capacity is built upon sand, it ought to be equally obvious that it is not that assumption which has inspired the historical movements of the past that have taken as their objective the diminution of inequality or which is the intellectual foundation of such criticisms of inequality as are made today. The problem with which such criticisms are concerned is not how far men differ or resemble each other in character and ability, but to what extent it is possible and desirable so to organize society as to insure that the powers of each, whether great or small, may enjoy equally favorable opportunities of expansion and cultivation. If some thinkers have pleaded that a large measure of equality is more favorable than extreme inequality to social well-being, the reason is not that they have supposed human nature to be cut to a standard pattern, but because they have known it to be of infinite diversity, and have held that it is only in so far as the environment does equal justice to all that individuals can develop their different gifts. When, for example, Arnold, who was not only a poet but an inspector of schools—a profession not especially favorable to a romantic exaggeration of the general prevalence—wrote "Choose equality," he did not intend to suggest that all men appeared to him to be equally clever, but that a nation acted unwisely by emphasizing distinctions based on birth and wealth.

When the French set the idea of Equality side by side with Liberty and Fraternity as the motto of a new world, they did not mean that all men are equally intelligent and virtuous any more than that they are equally tall or equally fat, but that the unity of their national life should no longer be torn to pieces by obsolete property rights and juristic distinctions. When observers from other countries suggest, rightly or wrongly, that inequality is one of the special and distinctive characteristics of English life, they do not mean that in other countries differences of personal equality are less important than in England. They mean, on the contrary, that they are more important, and that in England such differences tend to a greater extent than seems to them desirable to be obscured by differences of wealth and economic position. And when some sections of opinion at the present day deplore inequality or express a desire for greater equality, those who hold that view do not intend to suggest that their aim is to destroy opportunities for the exercise of exceptional powers, but to remove the external obstacles which, as they think, prevent such powers from attaining their full development in all sections of society. The equality which all these thinkers have in mind is not equality of capacity of character, but equality of circumstance and opportunity. The inequality which they deplore is not inequality of personal gifts, but that which arises when unequal pressure is exercised, and unequal opportunities are offered, by the economic and social environment. The happiness of society, in their view, depends, partly at least, on the degree to which social institutions and property rights and economic organizations and the educational system are planned to emphasize and strengthen, not the class differences which divide men, but the common humanity which unites them.

Such a view of the life which is proper to human beings may, of course, be contested, as it often has been. But to suppose that it can be criticized effectively by pointing to the width of the intellectual and moral differences which distinguish different individuals is an intellectual solecism, which implies a misconception of the nature of the problem. The fact of inequality of endowment, and a policy which aims at equality of treatment, are not incompatible with each other, for they are on different planes of thought. They do not collide, for they do not meet. Equality of provision is not identity of provision. It is to be attained, not by treating all in the same way, but by treating their different needs in the different ways most appropriate to them, as is done by a doctor who prescribes different regimens for different constitutions, or by a teacher who develops different types of intellect by different curricula. The more anxiously a society endeavors to secure equality for all its members, the greater, therefore, will be the differentiation of treatment which it offers to the special requirements of different groups among them. To convert a phenomenon into a principle is an error of logic. It is the confusion of a judgment of fact with a judgment of value—a confusion such as was satirized by Montesquieu in his ironical defense of slavery: "The creatures in question are black from head to foot, and have such snub noses that it is almost impossible to pity them. It can hardly be supposed that God, the Principle of wisdom in the universe, can have placed a soul, at any rate a good soul, in a body which is completely black."

Inequalities of legal status have today largely disappeared. But such inequalities are obviously not the only problems to be considered. There is also the influence of the material environment, of economic organization, of educational opportunity or the absence of it. It is conceivable, at least, that future generations will regard it as the primary object of social policy to insure that these external influences offer equal opportunities of personal development and well-being to all members of the community, irrespective of their incomes, with no less confidence than we hold today that the law, as it is said, should be equal for rich and poor. It might plausibly be argued, after all, that civilization has progressed by progressively ruling out different forms of inequality as determining factors in the life of society.

Is there any reason to suppose that the particular kinds of inequality which happen to prevail in our generation are more likely to be permanent than those which were regarded as inevitable in the past and have since disappeared? If equality of economic conditions appears as preposterous today as equality of legal status appeared in the Middle Ages, or equality of political rights a century and a half ago, is it not possible that it may nevertheless one day be accepted with the same acquiescence as is now accorded to those once dreaded innovations?

It is, therefore, as a movement based on a judgment of value, not on any sentimental illusion as to the uniformity of human capacities, that the demand for equality makes its appearance in history. Whether it arises from the assertion that man is an immortal spirit, its creed is that the most important characteristic of men is their humanity; its claim that men, because they are men, should be equally entitled to develop the abilities and powers which are proper to men. Inequality, in the sense in which the word is associated with the historical movements of the past or with contemporary aspirations, is, in short, a description of a relation of a more or less permanent kind, between groups sufficiently distinct and homogeneous to be described as social classes, and it is to the modification of this class relation that the efforts of equalitarian movement have been directed.

Small Boy: Quick, policeman. A man's been beating my father for more than an hour.

Policeman: Why didn't you call me sooner.

Small Boy: Father was getting the best of it until a few minutes ago.

THE COLUMBIA AS SEEN BY AN EMPLOYE'S WIFE

There are several reasons why I am prompted to write about the Columbia, but for me to do so and convey meaning to my readers it is necessary for me to tell something about my own and my husband's life together before my husband became a part of the Columbia Conserve Company. Before coming to Indianapolis we had been living on a farm. There our work and interests were the same. We spent our evenings discussing the problems we had met during the day, and making plans for the future.

We had quite a few friends and relatives living in different cities, and among those the men folk worked at various kinds of work in factories. It seemed to me that the women had little in common with the men. The husband was just the one who brought home a pay envelope and was the children's father. The wife knew nothing about his every day working life. If he was a man inclined to talk shop she did not understand nor care anything about it—and consequently the bond between them was weakened.

Naturally upon moving to the town, I thought that here would end that beautiful comradeship which had meant so much to us during our years in the country, and it proved just so for the first six months.

My husband was employed in a plant owned by a group of capitalists from an Eastern city. He knew nothing about the inside business. He became just a human cog in the great industrial wheel. They gave their machinery the very best of care because if it wore out they would have to replace it at a great cost. But not so with their human servants. When these became old and worn, they would be discarded for young material substituted. They knew not what became of the discarded workers and it seemed as if they cared less.

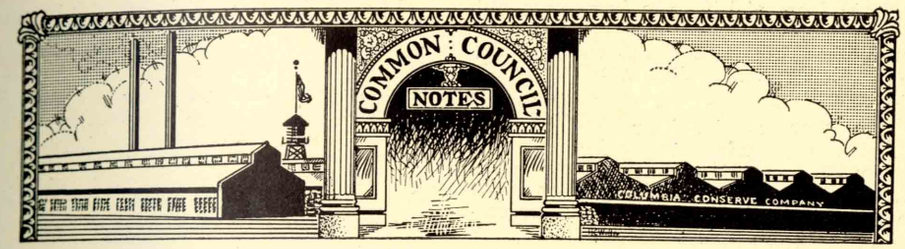
We had been hearing about the Columbia Conserve Company and will confess that it sounded very much like a fairy tale—too good to be true. My husband went over there at the first opportunity to see about employment and he was fortunate enough to be hired.

Immediately things began to look brighter. He became interested in the company's methods. He began to bring home the little Cauldron, which tells so well of what you have done and are still trying to do. The family became interested and now no magazine comes into our home that is devoured with so much interest as is this little booklet. Then there came the annual picnic, where everyone had such a jolly time, and was made to feel that he or she really was a part of the fine concern. Our sixteen-year-old son has attended several council meetings and has been over the plant during working hours. Is it any wonder that we, my son and myself, seek to understand and are interested in all that you are doing?

Last, but not least, I want to mention the company's health program. Through this my husband was sent to the dentist and had his teeth put into first class condition without cost to himself. But things did not stop at that. I was having some trouble with my teeth, so I, too, was sent and given the same care as was any regular employe.

In conclusion, I can say that we have found the Columbia all that we could ever hope for and that I haven't words enough to express my appreciation for all that it means to us and to many other families. I am truly grateful for the protection which comes to us because of this program.

Once again my husband and I are enjoying a real comradeship because of a deep mutual interest in the everyday activities of life, and this has been restored to us by the ideal system upon which the Columbia works.



Regular C. C. Meeting, Friday, Feb. 14

Visitors—Mrs. Thomas McCloskey, Mrs. John Brophy, Miss Katherine Kautz, Miss Blanche Forrester, Miss Anne Wittenbraker, Mr. Mark Starr, and Mr. Baker.

The meeting was called to order by Chairman Lucas at 7:00 P. M. and the minutes of the previous meeting were read, corrected and approved.

The first order of business was a report from the "Special Needs Committee" made by Jack Evans, temporary chairman in the absence of Arlie Myers. This was in the form of a recommendation on the pension payment of Lafe Gardner, which was based on investigation made by the committee during the past week. Figures as to living expenses were submitted by Lafe and his wife who were called to the plant for an interview. Using these as a base, and placing the whole estimate on the assumption that the Gardner family will take advantage of the opportunity they have to live in the country where fresh vegetables, eggs and milk can be obtained very cheaply and rent is considerably less than it is in the city, the following recommendation was made:

That Lafe be paid a pension of $20.00 per week, plus a $2.00 per week child allowance until his daughter reaches 16 years of age. Medical care for the family is to be provided by the company. A review of the case is to be made in six months.

After some discussion of the details of the living expense estimate it was moved and seconded that the recommendation be accepted. Put to a vote it was carried unanimously and is to be effective as from today, February 14th.

The next order of business was a report on the purchase of the Paragon Canning Plant which was effected during the past week. The chairman explained that an unusually good opportunity had presented itself for the purchase of a small canning plant located about 45 miles from Indianapolis. This had required quick action in order to secure the bargain and no time was available to call a special council meeting to discuss the matter. The purchase agent did call together a small group of regular council members who discussed the proposition and sent the Production superintendent, Albert Hines, and the Purchase Agent, William H. Hines, to the plant to investigate the offer. After careful consideration of buildings and equipment and inventoried reports on valuation, and a trip by automobile through the surrounding countryside seeking information on possible tomato acreage and yield, these two men reported favorably on the proposition.

Albert Hines made a statement to council as follows:

The Plant was found in good condition though it had not been operated during the past three years. It had been under the care of a watchman during that period and the machinery had been put away carefully when the plant had closed down. The inventoried valuation was approximately $66,000 and the sale price to us had been $14,000. This, obviously, was an extremely good buy and the low price was due to the fact that there was no market for small tomato canning plants and the owners, being no longer in the business, were glad of a chance to sell their holdings.

The terms of purchase give us a year in which to pay the $14,000 as follows: $4,000.00 on April 15, 1930, $5,000.00 on October 15, 1930, and $5,000.00 on April 15, 1931.

The purpose of having such an auxiliary plant had been discussed in council before and was restated. We could manufacture tomato pulp at the source of the supply of tomatoes and ship the finished product to the main plant much more cheaply than shipping the tomatoes for handling here. At the same time it would relieve the pressure of manufacture here so that the tomato pack on soup could be handled more efficiently and with less strain.

Council approved the purchase of the plant. It was asked that employees here

refrain from visiting the Paragon plant for sometime to come until all the final business details are completed and the watchman there is instructed to admit visitors.

The next question introduced for discussion was, "shall we send any applications for admittance to the Bryn Mawr or Wisconsin summer schools for women workers in Industry, for any of our employees this year?"

After the chairman stated the question he introduced one of the visitors of the evening, Mr. Mark Starr of the staff of Brookwood Labor College, who had been a teacher at the Bryn Mawr summer school in 1929. Mr. Starr was asked to give us his ideas about the use and worth of such schools to the pupils—to the organization they represented and to social progress generally. He did so and presented a strong case in support of the worthwhileness of the summer school courses from all three angles.

Following his summary several of our own ex-summer school students spoke about their impressions of the Wisconsin summer school which they had attended. Mary Barron Lipferd and Lillie Stewart Steele both spoke favorably of their own impressions and experiences but added that careful selection should be made of individuals who might attend to insure proper follow-up results when the students returned.

Kenneth Smith and Beulah McMechan Moffett were enthusiastic about the benefits to the individual student, but a little doubtful about the returns to the company. Beulah added that she believed it would be wiser to take advantage of our own possible educational classes here at the plant first.

Blanche Forrester—a visitor from The Real Silk Hosiery Mills of this city—was asked to express her opinion about both schools since she had been a student at both. She was very definitely of the belief that both schools were very worth while.

Jack Evans summarized the discussion by stressing the following points: That contacts of the kind offered to the students at these schools were very important and worth while; that such summer schools are really laboratories for social industrial processes in workers' education, that we have a social obligation to support such movements and take advantage of the opportunities they offer to help other workers to understand the need for democratizing industry as well as learning more about conditions elsewhere.

Finally it was agreed that the important first step for any consideration for the present year was to find out if we have any people who are interested in attending one of the schools. Anyone who has a desire to go, or even to know more about the schools, should make this known to those persons who have information about them. Literature will be posted on the bulletin board about these schools next week.

A short report on the work being done by the Standards committee was made by Homer Shelley, chairman. He stated that check-ups were being made on causes for low efficiency ratings in various departments.

After a ten minute recess at 9:00 p. m., Jack Evans gave a report from the health committee. This concerned a recommendation to the effect that we remunerate our company doctor with a straight salary per month instead of on a case basis as at present. The amount set by the committee was $125.00 per month. Dr. Burckhardt has been charging ridiculously low rates for his work and the committee thought it would be much preferable to pay him a monthly sum and thus be sure he was getting at least a certain definite amount for his work. The low rate recommended was reached because Dr. Burckhardt would not accept more. After comment on the fine spirit shown by the Doctor it was agreed by unanimous vote to accept the recommendation of the committee, effective for the services rendered beginning with February.

A brief report on the class work done recently was given by Marion Evans who is instructing several small groups of people in English. The chief difficulty she has encountered so far has been irregularity in attendance which has made her work hard to arrange. This fact was commented on at the last meeting of council and it is urged that department heads use every means to release people for the class work scheduled.

The "Salary recommendations committee" had no report to make but hopes to have completed some of the check-ups carried over from last December by the time of the next meeting.

A recommendation was made to council that we adopt a principle of considering for salary any Antioch students with us after the completion of the second work period here. After some slight discussion this was agreed to by unanimous vote.

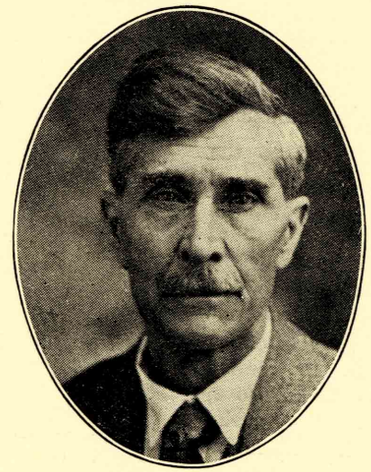
A report was made by Jack Evans on the matter of the subscription rate set

for our plant paper, "The Cauldron." It had been done as a means of measuring interest of our reading public. A large number of wholesale jobbers had been put on our mailing list simply because they were customers of ours. It was a belief held by several that the paper was not being read by some of them because of no particular interest in it. The response to the post card survey of our readers tended to prove the truth of this in many instances. Council did not discuss the matter at much length except to express the opinion that the paper should be sent to anyone genuinely interested in reading it—and that the dollar subscription should not be allowed to become a bar to that.

The suggestion that we have a committee to serve in the capacity of Editorial staff for the paper was accepted as worthwhile from the point of view of more democratic management of it. In addition it was pointed out that such committee service would be of educational value to the members serving on it.

No committee was appointed or elected since it was thought wiser to defer the selection of it until our proposed idea of a "Committee on Committees" was acted on. This matter will be decided on at our next meeting.

The meeting stood adjourned at 10:15 p. m.



JOHN PASSWAITER
Mechanical Dept.
Columbia Conserve Co.

Regular C. C. Meeting, Friday, Feb. 21

There were present at this meeting a large number of visitors coming from various institutions and places. Earlham College was represented by members of the faculty and student body, several members of the Y. W. C. A. Industrial Committee were present, together with three Antioch students, and Mr. James Myers of the Federal Council of Churches.

The meeting was called to order by the chairman at 7:30. The minutes of the previous meeting were read and one correction introduced—that regarding the starting time for Lafe Gardner's pension. They were then approved. Lafe's pension began February 21st.

The first order of business was a report from the Salary Recommendations committee. The committee recommended the placing of Charlott Corbett on salary. The report on Charlott indicated that she was in every way a satisfactory worker, and the committee was unanimous in making its recommendation concerning her. Council accepted the recommendation by unanimous vote.

The second recommendation concerned Mather Eliot. The committee made its recommendation although two members of it objected. Insofar as the majority opinion within the committee was in favor of placing Eliot on salary, it felt justified in making its recommendation. The dissenting members of the committee were asked to explain why they objected and they stated they thought it unwise to place Eliot on salary after so short a period of acquaintance with him as was the case at present. One member thought that he lacked experience to a great degree and that his training with us was not wide enough in scope to merit his being placed on salary. A statement was also made to the effect that Mather was too anxious in the performance of work and tended to hinder his own progress because of this fact. Because several Antioch College boys had shown up rather badly while in the employ of the company, it was felt by some that this fact reflected unfavorably upon Mather and that he suffered as a consequence when it came to the matter of the group's estimate of him. It was felt by many members that this reflection was unfair to Mather and should not count when it came to the question of placing him on salary. After a long discussion in which Mather's qualifications and disqualifications were discussed at length, it was decided to place him on salary—all except one member of council voting for the recommendation. Both Charlott and Mather are to undergo a medical examination as soon as possible.

Homer Shelley gave a report on behalf of the Standards Committee in which he said that close check-ups on the rates in the kitchen had been made throughout the week and as a result several proposals for change in the personnel were to be made by the committee. It seemed to be the general opinion among the members of the Standards committee that

the work in the kitchen was strenuous and exacting, but that the workers in that department could show better spirit of co-operation and could use their intelligence in the organization of work to greater extent than seems to be the case at present. The committee, it was stated, is still proceeding with investigation of the situation in the kitchen. A report was made by the chairman of the Health committee stating that the members were of the opinion that wage workers in our employ should be examined by our doctor and that this should apply to every individual of both sexes who happened to be at work with us at any time before August 15th or after November 15th of each year, and that the same standard of fitness should be applied to them as to salaried workers. Council accepted this recommendation unanimously.

Dr. Burckhardt had reported to the committee that he was in negotiation with Drs. Torian and Winters with a view to having the latter take care of our babies and infants. The doctor attaches considerable importance to the matter of proper care of children and urges that we should take this matter very seriously as a group. Dr. Burckhardt also asked permission to turn over some nose and throat cases to Dr. Sparks, thus sharing the work with our present nose and throat specialist, Dr. Mueller. The committee had agreed to this suggestion. Dr. Burckhardt had reported also to the committee that he contemplated coming to some arrangements with Dr. Canaday about the injection of anti-cold serums in the case of our employees. This matter could be handled very effectively and without great cost by Dr. Canaday; the serum could be obtained in large quantities at a very low price from Eli Lilly & Company.

Miss Franz reported that she had received a letter containing a very hearty expression of thanks to us from the Red Cross for our gift of a carload of soup to the flood sufferers in Indiana. Kenneth Lucas stated that the contributions made by the employees in support of the Grace Community Church of Denver, had reached the figure of $105.00, and that the balance had been made up by the company. The check for $250.00 had been sent on Thursday night to the Rev. A. A. Heist, of Denver.

A new arrangement was suggested for the payment of Ivan Miles' expense in connection with using his own car in the interests of the company. In addition to paying him five cents a mile for all distance covered by him during the course of a working day, it was agreed upon to pay him for the distance between the plant and the post office and back. This was done because he went up to the post office in the morning to collect the mail for the company and then brought it down to the office. This arrangement was satisfactory to Ivan and was indorsed by council by unanimous vote. The Salary Recommendations committee placed a recommendation before council to the effect that the company re-employ one of our discharged workers, Fred Kleis, and that he begin work on Monday as a wage worker, but that he should be examined by our medical advisor before hand. The committee's recommendation was based upon the fact that it thought Kleis capable of better performance than he showed during the last three or four months when he was here, and that the fact of his having been released by us would assist him in the matter of self discipline. Leo Zike and Bert Hines had both expressed to the committee a desire to have Kleis back in the kitchen and both were willing to assume the obligation of observing his work and attitude fairly closely while he was being given another trial. It was decided to accept the committee's recommendation and that Kleis be examined by Dr. Burckhardt on Saturday.

In view of the fact that the Credit Union League of Indiana meets on Friday night of next week, it was decided to change the regular council meeting to Thursday night. Recess at 9:00 for ten minutes.

A telegram sent by John Brophy to Jack Evans was read to council. This contained a request by John to be allowed a leave of absence to attend a Miners' Conference in Springfield, Illinois, the latter being called by the Illinois Miners' union. Jack Evans explained the development of this new movement in our neighboring state and the significance which he thought was attached to it. Very many questions were asked concerning this matter and whilst many seemed critical of granting John Brophy's request, it was decided by a majority of members to allow him the privilege of participating in the preliminary work of organizing the convention and later attending it.

Rev. James Myers of the Federal Council of Churches spoke to council for some twenty-five minutes of the situation in Marion, North Carolina. He went into considerable detail showing the causes which led to the recent series of strikes in the southern textile mills and then described the actual conditions which now existed in and around these towns where these strikes took place. He asked our workers to take a sympathetic view of a rather desperate situation and stated that later on he might have occasion to ask us for assistance. At this time the relief organizations are able to meet their budgets and as a result Mr. Myers did not feel that we should be asked to assist at this time. Mr. Myers' address provoked a great many questions concerning labor unions, communists, agitations, etc., and this proved very enlightening to very many members of council.

No action was taken with regard to the Marion situation, but we were told that we might be approached fairly soon with a view to giving some assistance to the distressed families in that section of the country.

Meeting adjourned at 10:30 P. M.

Regular C. C. Meeting, Thursday, Feb. 27

Attendance record showed 31 men and 18 women present.

Chairman opened the meeting and the Secretary read the minutes of the last meeting. These were approved.

The first order of business was the election of a chairman of Council. In connection with this the following nominations were made: Laurence Roberts, Walter Mullen, Homer Shelley, Kenneth Lucas, Kenneth Smith, and Chloe McHarry. After two ballots, Kenneth Lucas received the largest number of votes and was declared chairman. It was moved and seconded that this result be regarded as final. This was carried unanimously. Homer Shelley received the next largest number of votes and was declared vice-chairman.

A report from the Salary Recommendations Committee was made by Jack Evans. It was as follows:

(1) Committee recommended Mildred Hamilton be placed on salary. The committee was unanimous in its recommendation and there was very little discussion. It was moved and seconded that the committee's recommendation be accepted. It was carried by unanimous vote.

Carl Armstrong. The committee recommended Carl for salary, but its members were divided in his case—three in favor, one opposed, and one undecided. The discussion in Council was generally favorable to Carl, the only criticism of him being that one member thought he was not strong enough for the department in which he worked and not old enough for the type of responsibility which he would have to carry. It was finally decided by a majority vote to place Carl Armstrong on salary.

F. A. Pohl. The committee was unanimous in recommending that Pohl be placed on salary. It seems he has shown a good attitude during the time he has worked here, both towards his work and his associates, and he has considerable skill as a pipe-fitter. The only criticism that was given of Pohl was that he was not aggressive enough about presenting his own ideas to his department and would accept the instructions or opinions of others who were senior to himself when he felt that such instruction was

not the best possible. Council accepted the committee's recommendation with regard to Pohl.

August Huber. In recommending Huber for salary, the committee was again unanimous. It was stated that Huber had shown a very good attitude towards his work and his associates during the entire time that he has worked here—which is almost a year. The criticism made in his case was to the effect that he was also a litttle too prone to accept unquestionably the instruction and opinion of those around him, and that he was not prepared to exert himself in the matter of organizing and directing work. It was decided to place him on salary by unanimous vote.

Russell Easley. The committee recommended that Easley be retained for further trial as a wage worker. The testimony given to the committee about Easley was that he seemed slow in grasping new ideas and that he was also slow in his general movements. It was, however, stated in his defense, that the work he was now doing in the Mechanical Department was different from that which he had been accustomed to heretofore. Henry Rippe was of the opinion that Easley would learn a good many things in the next two or three months and that he was hopeful that at the end of that period he would be able to recommend him as a salaried worker. The committee charged Rippe with the task of reporting to the committee concerning Easley's progress.

Carl Durrett. The committee was of the opinion that Carl was not ready for salary yet. He seems to lack stability, and whilst his work in the Capping Room has been fairly good, the committee felt he ought to be given a further period of training and be considered again at a later time.

Susella Faulk. The committee's opinion of Mrs. Faulk was largely the same as that concerning Durrett, and she will be brought up for consideration in the future, if and when those closely associated with her think fit to do so. The case of F. A. Pohl was referred to the Needs Committee for the purpose of setting his salary. He is a widower with three dependent children. He keeps house with his sister and the circumstances in his case call for special consideration. Homer Shelley reported on behalf of the Standards Committee that a new job change allowance had been set for the No. 1 line in the Label Room. This would be worked upon in the future, the change being introduced on Monday of next week. The Health Committee report contained only mention of Davis Milner and Dorothy Walker, both of whom are receiving treatment at the hands of Dr. Burckhardt.

The Stock Purchasing Committee recommended that Davis Milner be allowed to cash in $100.00 of his preferred stock. The reason given for this recommendation was that Milner was financially embarrassed and that that in turn affected his recovery from his present illness somewhat unfavorably. The chief reason for his financial embarrassment seems to be that he contracted a loan with a company in the city which charged him 3½ per cent. per month interest. It was moved and seconded that the recommendation of the committee be accepted. It was carried unanimously.

Maude Kennedy made a request that $76.00 which she holds in preferred stock be converted into cash and this was granted without comment. The suggestion made at a previous Council meeting that we appoint a committee on committees was next discussed. After outlining the importance of electing such a committee and the value of it to Council, it was moved and seconded that we elect a committee on committees. The following nominations were made for membership: A. D. Myers, Jack Evans, Estella Franz, W. H. Hines, Sr.; Walter Mullen, John Passwaiter, Estel Goodnight, John Roney, Opal Hassenzahl, and Dorothy Nord Holt.

The following members were elected: A. D. Myers, Jack Evans, Estella Franz, Walter Mullen, and W. H. Hines, Sr.

The next two highest were Opal Hassenzahl and Dorothy Nord Holt, and these were appointed as alternates to be called into the committee in the event of any regular member being absent. It was moved and seconded that the five members should constitute a full committee, but that the first three members were to serve for the next year and the next two members for six months. An election is to take place every six months to replace retiring members of the committee. Retiring members are eligible for re-election. The two alternates are elected for a period of six months.

The question was raised as to whether we should take the attendance record of the Council meetings before or after recess. It was felt by many of the members that the practice followed by several of our Council members of withdrawing after recess and being credited with a full attendance mark was unfair to the group in general. This statement brought out the fact that many of our members

felt that the Council meetings are too long drawn out and are consequently a severe strain upon them. Finally it was agreed to that the regular Council hours in the future be from 6:45 P. M. to 9:30 P. M., without recess, unless conditions called for a change in the allotted time at any Council meeting.

It was reported to Council that a representative of the Chamber of Commerce had called upon Jack Evans and asked him to place before Council the question of whether the Company would join or take out membership in the Chamber of Commerce. At first there seemed to be a pretty clear-cut opinion on the part of the members in favor of our not having anything to do with the organization in question. There were some, however, who thought that membership in the Chamber of Commerce had considerable promise of our being able to influence the conduct of that institution particularly with regard to labor problems and policies. It was also mentioned that benefits of a business nature might accrue to the Company by holding membership in the Chamber of Commerce because of the committees and bureaus which it has working on business problems. After a lengthy discussion it was decided to postpone a decision until a later meeting, and members of Council were urged to give the matter serious thought meanwhile.

The question of sales girls' expense allowances was tentatively fixed on a trial basis of $4.00 per day.

Meeting adjourned at 9:30 P. M.

Regular C. C. Meeting, Friday, March 7

The minutes of the previous meeting were read and approved.

The first matter of business was a report from the Special Needs Committee relating to the salary of F. A. Pohl. Pohl is a widower with three children, two of these are being cared for at a Veteran's Home in Knightstown, Indiana, whilst the other child is being cared for by the child's aunt. In the case of the first two children, Mr. Pohl makes no payment at all for their maintenance, but contributed from $5.00 to $7.00 a week in support of the other child. The committee had investigated his expenses very closely and reached a conclusion that a differential of $11.00 should be granted him in addition to his minimum salary, this making his total income $33.00 a week. The committee's recommendation was carried unanimously.

The Standards Committee reported through its chairman, Homer Shelley, that two new standards had been approved by the committee, and that they were now in operation. The committee was considering a new mechanical device designed for the purpose of washing and cleaning our kettles. It seems that a revolving brush electrically driven is available for this purpose and is very sanitary in character. The Purchasing Department was instructed to investigate this matter.

A report was given on the case of John Brophy. In this connection it was explained that he might be away from Indianapolis until as late as March 15th. Council was asked whether it wanted to take any action with reference to extending his leave of absence with pay. Council replied in the negative.

The Health Committee report was made by the committee chairman who stated that Dr. Burckhardt had visited the plant with a view to ascertaining the nature of several jobs that he had heard mentioned by employees whilst they were being examined. The doctor was impressed by the very good organization which he found within the plant and by the fact that no one seemed to him to be unduely burdened with heavy work. He was, however, impressed by the great need for improved ventilation in the Kitchen and Capping Room and urged that something be done about this immediately. He found also that the new Printing Department was in need of improved ventilation. It was explained to him that work was proceeding in that department at the present time with a view to introducing more fresh air there.

The doctor's report led to a lengthy discussion in Council concerning the ventilation of the Kitchen and Capping Room. Various views were expressed freely concerning the need for this and several members made suggestions that might be helpful to the solution of the problem. It was finally decided to refer this matter to a committee competent to deal with it and that this latter be appointed by the Committee on Committees. A report on this matter is expected within two weeks.

The invitation extended to the Columbia Conserve Company to join the Chamber of Commerce was next brought up for discussion. The cost of membership in the Chamber of Commerce is about $30.00 a year, and in return for that, business institutions are given, free of charge, a great many services of a business character. The question of the Chamber of Commerce attitude towards labor and the labor policy of various companies was questioned very seriously by

several members of Council. One or two members urged that we owed a moral obligation to join an institution that is influential in the community so that we might exert our own influence in directing the policy of such an institution. Other members were flatly opposed to being members of the Chamber of Commerce because of its reactionary and anti-labor reputation. The question of whether we join the Chamber of Commerce or not was finally submitted to a ballot; the result of which was that 36 voted in favor of it, 21 voted opposed to it, and one was undecided. It was agreed by unanimous vote that the decision to join the Chamber of Commerce be regarded as final.

A report was made to Council of the proposal, which had been discussed by several members of the organization within the last few weeks, that we form an industrial union for the canning industry. Jack Evans gave an explanation of the way in which these preliminary discussions had occurred, tracing back the history of them to the situation which confronted our salesmen whilst in Denver two or three months ago. Since then, letters have passed between him and the American Federation of Labor and he had also been interviewed by the state organizer of the A. F. of L., Mr. Adolph Fritz. At that time Mr. Fritz came to talk to the officers of Council, and Miss Chloe MeHarry was called in to represent the women and Mr. Walter Mullen to represent the men. At this small meeting Mr. Fritz was asked many questions and he made answers to these and explained the implications of a decision to establish a union here. As a result of this report, many questions were asked concerning the matter of purchases by us from outside concerns which might be run as open shops, the effect unionization might have upon salaries and length of working day and week, and the chances of our being able to assist in the organization of other canning plants thus spreading our own principles concerning social and industrial life and work. Mr. Fritz had been asked the question of whether workers who were stock holders might belong to a union, to which he replied in the affirmative. The discussion revealed that group sentiment was fairly evenly divided upon this matter of unionization, and it was decided that this matter be deferred until such time as we can be better informed about the whole project. With a view to doing the latter, it was decided that a representative of the labor union movement be asked to talk to the group and that a person well qualified to represent the non-union point of view be invited to talk to us also. In this connection, Jack Evans was instructed to write Mr. Daniel B. Luten, of Indianapolis, and to Mr. Adolph Fritz or Mr. Tom Tippett.

Meeting adjourned at 9:30 P. M.

Going Fishin'

Two elderly men, both extremely deaf, met on a country road. "Dave" had a fishing pole in his wagon. When he saw his friend "Jim" he stopped the horse.

"Goin' fishing?" shouted "Jim."

"No," "Dave" replied. "I'm goin' fishin'."

"Oh," said "Jim," "I thought mebbe you was goin' fishin'."

Favors New Style

"Boo-hoo," cried the little boy in the crowded railroad station, "I've lost mother."

It was a hard day and the temper of the station agent was below par. "You kids are a nuisance," he declared. "Why didn't you keep hold of your mother's skirt?"

The lost one sniffed: "I-I c-couldn't reach it," he answered.

He Bleeds Words

Buck: "Can you give me a definition of an orator?"

Private: "Sure. He's the fellow who's always ready to lay down your life for this country."

She: "Did you tell anybody about my pies?'

He: "Oh, yes, I had to tell my physician what ailed me."

EVER FEEL THIS WAY?

She (after a tiff): "When I married you I didn't know you were such a coward. I thought you were a brave man."

He: "So did everybody else."

Modern

"I saw in the paper where a widower with eight children married a widow with seven children."

"That wasn't a marriage. That was a merger."

PARDON THE MAP

Customer: "I don't like these pictures. They don't do me justice."

Photographer: "Justice? Lady what you want is mercy."

SOME STORY!

Old Brown: Nowadays I never see a girl blush. In my day it was different.

Flapper: "Why, grandad! Whatever did you tell them?

WHY NOT?

"Do you think it unlucky to marry on a Friday?"

"Certainly. Why should Friday be an exception?"

Be Careful

Farmer (to druggist): "Now, be sure an' write plain on them bottles which is for the Jersey cow and which is for my wife. I don't want nothin' to happen to that Jersey cow."

Teacher: "Johnny, what is a transparent object?"

Johnny: "One that you can look through."

Teacher: "That is correct. Now, Willie, can you name something that is transparent?"

Willie: "A doughnut."

The automobile was old, dilapidated.

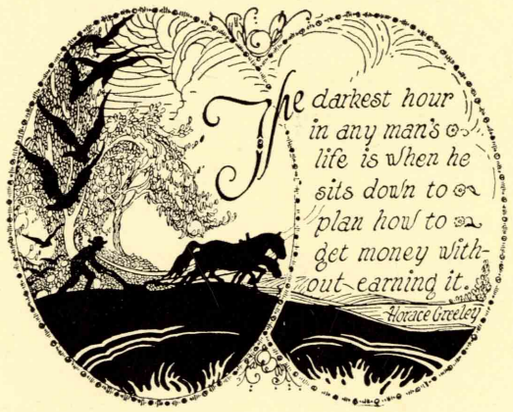
"How much," asked the owner's neighbor, "did you pay for that thing?"

"I got it for nothing."

"Heavens! you've been robbed!"

Prof.: "Can you prove that the square of the hypotenuse is equal to the sum of the squares of the other two sides of this triangle?"

Stude: "I don't have to prove it; I admit it."


The darkest hour in any man's life is when he sits down to plan how to get money without earning it.
Horace Greeley

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The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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HARRY HERSHBERGER
Shipping Department
The Columbia Conserve Company

INDIANAPOLIS

COMMENTS

I hoed and trenched and weeded,
And took the flowers to fair;
I rought them home unheeded
The hue was not the wear.

So up and down I sow them
For lads like me to find,
When I shall lie below them,
A dead man out of mind.

Some seeds the birds devour
And some the season mars,
But here and there will flower
The solitary stars.

And friends will yearly bear them
As light-leaved spring comes on,
And luckless lads will wear them
When I am dead and gone.

—A. E. HOUSMAN.

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THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

WHAT A GERMAN WORKER THINKS

About two years ago, I wrote an article for THE CAULDRON, entitled "A Shift in the German Mines." At that time I hadn't been in the employ of this company very long and therefore could not discuss its conditions, and it was not very easy for me to get used to the labor conditions in this country, having been here only about a year and a half.

Today, everything seems so real and natural to me it hardly seems possible that I ever was in foreign lands. And yet during the war I was in Belgium, France and Russia.

As a boy of fourteen, I was always very much interested in the living conditions of the working man, and, therefore, kept my eyes open when the war gave me an opportunity to go into these strange lands. As far as I could determine, these poor laborers' conditions were worse than in my own country. The reason for this was split parties, and none belonged to an organization of any kind.

After the war was ended and I returned to my own country and became a miner again, the fighting fever in me had risen about 100 per cent., and I joined one of the most radical organizations which at that time was called the "Anarchist." I then fought for this party and for the welfare of the laborer until I came to this country four years ago.

At the beginning I found it very hard to get along, as I could not understand anyone nor could anyone understand me. So in order to get some information about how things were going on here, my friend, Powers Hapgood, subscribed for me a paper which was printed in New York, and was a very radical German paper called the *New Yorker Volkszeitung*, and through it I learned how the laboring class of people were treated and their wages.

Inasmuch as I could learn from this paper, the working class is treated very much the same as in any other country, which is the employer expecting a lot of work and giving small wages in return. At that time I was a little doubtful about the truth of this paper, and I couldn't realize that a country like America, known to us as a free country, could have its people treated so.

I was anxious to get in contact with people employed in different places to see if conditions were really as I had read of them; but, alas! I found out only too soon that it really was true in most cases.

But my contact with the people of the Columbia Conserve Company made me see that at least one concern is interested in its workers, instead of only what work can be gotten out of a man. This is, indeed, the first and only place I have seen or heard of where an employe is treated like a part of the company instead of part of a big machine.

W. KALSCHEUER.

To All Employees:

The Bookkeeping Department is often inconvenienced because of the fact that it does not possess the address of each employee. It would greatly appreciate it if each one would turn in a slip giving his or her present address in full. Further, it would appreciate it if in future each employee will keep the Bookkeeping Department informed of any change in his or her address which might take place. Thanks!

KENNETH LUCAS

Politician: "Congratulate me, dear, got the nomination."
His Wife: "Honestly!"
Politician: "Why bring that up?"

EDITORIAL

The fashion of the moment is to curse the chain store. This is being done by almost every one who has any publicity agencies at his command, and at the moment the chain store organizations of this country are working under a considerable cloud.

To one who reads and listens critically to what is written and said of the chain stores, it is difficult to escape the conclusion that certain speakers and writers are both indiscriminating and intemperate in very many of their statements. Nothing can be more absurd from the point of view of the economist than the contention so vigorously put forward by anti-chain store writers and speakers that a chain organization hurts a community because it takes money from that community and places it elsewhere. The now familiar statement is that the chain store takes the money of Mugsborough and dumps it in Wall Street. We have not, as yet found anyone able to prove that contention or to support, upon rational grounds, the theory back of it. It is quite true that a chain store organization contributes less to the well-being of the community than an independent grocer, but not so much less as chain store opponents would have us believe.

It is a pity that the case against the chain store has not been more squarely put and more logically defined than it has been up to the present time. If it were thus defined, it would eliminate a great deal of confused thinking and prevent the very great possibility that intemperate and illogical, not to say insincere, criticism of chain stores will produce a reaction, the effect of which will be to give the chain stores a new and better place within the framework of our present economic system.

The case against the chain store is that it is a purely mercenary institution; that its very size and nature produces a set of relationships between it and its employes on the one hand and the consumer on the other hand, that are almost completely impersonal. Because of this fact, free play is given the motives of those at the head of it, who go where they will and do what they like without the interference and wholesome influence of those forces which we call human or humane. The chain store is only one form in which the genius of big business expresses itself and wherein it expresses its most characteristic feature—that of ruthlessness in all its relations with people. The concentrated power which money gives a group of workers can, upon occasion, be used for enlightened purposes, but, as yet, we have no knowledge of any capitalistic institution which follows such purposes, when it is motivated purely by a desire for profit.

The chain store makes headway at the expense of all and sundry and makes no apologies for it. In defense of its conduct we hear repeatedly that it deserves to live and prosper because it serves the great god, "Efficiency," regardless of all other considerations. Efficiency in the economic sphere, as in other spheres, must be appraised and measured in relation to how it affects people; and, after all, economic activities and economic institutions should exist only so long as they minister to human welfare in general. This the chains do not do, nor, indeed, do any other big institutions which are the offshoots of the world of big business. What industry, and, indeed, the entire structure of our economic society, needs is a sense of the importance of industrial and communal life to each and every one of us.

Some day we shall build a society in which considerations, human in character, will have first place. By that time even chains may find a place in our economic life, but they will operate them, as all industry will, as a means to an end, and that end will be not profit, but human welfare.

The Joy of Being An Editor

"Getting out this magazine is no picnic.
If we print jokes people say we are silly;
If we don't they say we are too serious.
If we clip things from other magazines,
We are too lazy to write them ourselves;
If we don't, we are stuck on our own stuff.
If we stick close to the job all day,
We ought to be out hunting up news.
If we do get out and try to hustle,
We ought to be on the job in the office.
If we don't print contributions,
We don't appreciate true genius;
And if we do print them, the magazine is filed with junk.
If we make a change in the other fellow's write-up, we are too critical;
If we don't, we are asleep.
So it's —— if we do,
And, it's —— if we don't!

TURNED EAST

On an early spring day just eight years ago I first heard of the Columbia Conserve Company. It was in Minsk, White Russia, during the worst year of the Russian famine, and we had been distributing food sent over by American and English sympathizers. "Listen to this," said my husband, and then he read the letter which launched our interest in soup as a humanizing factor in industry and led us to say goodbye to the cabbage soup of Russia, which, in my opinion, is the least enticing thing in that engaging land. The following September Cornell began his work at the plant, and my real interest in the experiment started to grow simultaneously with our wee daughter.

Sometimes during those eight years I must confess that I have lost patience with the experiment; but then I have sometimes lost patience with our small daughter without having ceased to love her for one instant. Anything vitally interesting and worth our devotion does demand from us some effort in "living up" to it, doesn't it? All along the road I have needed to try to live up to the high ideals for which Columbia stands, even as I have had to watch my step so that our child would not lose faith in me. I am conscious that I have given very little in return for the opportunity of being even an unofficial member of the Columbia family, unless doing without my husband for periods of time can be placed to my credit. And, too, I have thought of you more than you know.

Quite often when I have been reading alone at night I've said, "If every one at Columbia could read this!" or "What would the Council find in that I wonder?" That very thing happened tonight and made me decide to sit right down and write to you.

Encouragement on a hard path always comes when one finds another going the same way, even if they haven't on quite as good boots for walking or have not yet discarded as much unnecessary clothing. We can be fairly certain of mutual understanding. It was with some such feeling of comradeship that some years ago I heard for the first time of the "Proctor and Gamble" solution of the unemployment problem. Tonight in the April *Survey Graphic* I found a much more detailed story about Ivorydale which I want to recommend to those who have not seen it.

Now, really, what is it that makes us so loyal to our work which is the Columbia experiment? Isn't it partly that Columbia is "turned East"? I mean that if we do live up to the standards set by ourselves we are looking always toward the morning—always ahead eventually to a morning which we shall not see—but meanwhile to many mornings which shall be ours and our brothers'. This thought has been with me ever since I first heard Mr. Hapgood quote from Rudyard Kipling's "Beyond the Ranges" in connection with the Columbia experiment. Other people often call us pioneers, and we may constantly claim the thrills that come to pioneers if we really are such.

One of the "other people" who is truly interested in us and aware of our progress is Paul H. Douglas, who this month has been granted a leave of absence from the University of Chicago to lead in an investigation of the unemployment situation which is to be made at Swarthmore College in Pennsylvania. Professor Douglas is almost a member of the Columbia family, since his interest has always been very active, and he will be recalled by many as he spent ten days at the plant some years ago. He believes in us and has told me that only the great pressure of his work and writing prevents his visiting us more often.

The fact that we are of such a small minority in the pursuit of right industrial relations must not discourage us. I like what Havelock Ellis says in "The Art of Life": "In any country in any age the men who arise and walk, strongly and fearlessly, in accordance with the inspirations of their own souls, can be but a very small minority. The majority always and everywhere are lame and weak, timid and conventional.

Well, if we are turned East, where are we going? An important goal toward which we *can* be heading is the development of our personalities. Marvelous steps have just been taken for the purpose of removing *physical* handicaps from our road. What shall we do with this redeemed energy in our grasp? What difference is it to make in our lives that we no longer need to worry about finances when illness comes, and shall be able increasingly to avoid severe illness for our families?

I am wondering if we are not thus given the chance to put into our lives some quality which will make us more

worth while as citizens, not only of our immediate world, but of the world at large. Perhaps it will take some time to discover the quality which each of us needs most to strengthen. For some the release from worry may mean that we can give more thought to the real meaning of the Columbia experiment and our own relation to it. Naturally, life will be broadened for us and a more eager interest in our work will come. I can feel a difference in my attitude toward the daily round of home-making when I clothe it with more than drudgery and notice the lives that I touch in the process.

When we begin to think, there will come inevitably a desire for more knowledge, for we will at once collide with subjects which are unfamiliar to us. Then we will say, "I've found that I do not know about this and I need to know. How can I learn?" We will come to the point where we will say, "I want to know as much as I can about many things such as industrial problems, economics, chemistry of foods, art, literature and world events. How shall I go about it?" And from the moment we feel our need and express it there will arise a way for it to be met, just as other problems have been worked out in Council. Personality can not be deepened and we will be of far less value to each other unless we cry out always for more knowledge and adventures ahead—and keep going on "beyond the ranges."

All of this is simply what I have been feeling so strongly myself. Ever since Jack Evans asked me to write something for THE CAULDRON I have been considering various subjects, but no one of them has seemed so truly a part of myself as this. Life is so short, and we seem to begin so late in life to know where we want to go. One great purpose of the Columbia experiment is to help us make our tomorrows far better than our yesterdays, and the joyous thing about education is that it is no scorner of age. We need never to be through learning until we have lost the ability to think. Even then our efforts will go on in the minds of our children.

Eager interest in life brings progress and an appreciation of truth, so suppose we keep turned East!

ESTELLE S. HEWSON.

"I hear you've signed up as skipper of the good ship Matrimony."

"No, my wife's the skipper. I married a widow. I'm her second mate."

FOR THE CAULDRON

The following report has come to us from our dentist, Dr. Harry Leer, of Indianapolis:

"Since the inception of the dental scheme, I have treated eighty-five salaried employes for the Columbia Conserve Company. With a few exceptions, my treatment of these is now completed, save for some checking up work that will have to be done with most patients. I have also treated eighteen adult dependents, and my assistant, Dr. E. A. Eliott, has treated twenty-three dependent children. The total cost to date for dental work is $3,776.20, which works out to an average cost per patient of $29.97.

"I have to report that in the performance of this sometimes difficult work, I have received the most complete co-operation from all employes and their dependents. For that I am extremely grateful.

"There is still a great deal of work to be done, although the individuals needing the most attention have been seen to. Much new work comes to me, also, because the company adds to its salaried pay roll and these new members have to be treated as soon as possible."

Immortality is a word that Hope through all the ages has been whispering to Love. . . . The miracle of thought we cannot understand. The mystery of life and death we cannot comprehend. This chaos called world has never been explained. The golden bridge of life from gloom emerges, and on shadow rests. Beyond this we do not know. Fate is speechless, destiny is dumb, and the secret of the future has never yet been told. We love; we wait; we hope. The more we love, the more we fear. Upon the tenderest heart the deepest shadows fall. All paths whether filled with thorns or flowers, end here. Here success and failure are the same. The rag of wretchedness and the purple robe of power all differences and distinction lose in this democracy of death. Character survives; goodness lives; love is immortal.—By Robert G. Ingersoll.

Passenger (in elevator): "Fourth floor, please."

Operator: "Here you are, son."

Passenger: "How dare you call me 'son'; you're not my father?"

Operator: "Well, I brought you up."

MY IMPRESSIONS OF COLUMBIA CONSERVE COMPANY

The first impression that I had of the Columbia Conserve Company was that it was a place where one was welcomed, accepted, and left to work out his own salvation. During two previous attempts to work in industry I had been unwise enough to mention the fact that I had been a college student. Immediately there was an attempt on the part of the employes to take me down a notch. On one occasion I overheard one girl telling another that she had never been any farther than the eighth grade, and she knew as much as anyone in Indianapolis! Consequently, I was somewhat dismayed when my forelady was told in the very beginning that I had been a college student. I found myself wondering later why it made no difference.

I believe that a constant uncertainty about employment is responsible for the suspicion with which workers regard anyone who has had more opportunity than themselves. I was at a loss to know, however, why I was regarded with suspicion by a certain pastry cook, at one place where I worked. She was very good in her line, and had had many years of experience. I would like to have learned some of her secrets, but she was so concerned whenever I asked her any questions that I soon gave up the attempt. Perhaps these are some of the reasons why I have noticed that employes at the Columbia are not suspicious of persons who come to them, and as far as I can tell that they do not discriminate against any group, but are always courteous and eager to be of any help possible.

Relations between the worker and those in charge are also more natural here than elsewhere. The servile catering that one finds when workers are "bossed" is missing, since an offense to one person is not likely to cost them their job. I do not believe that enough importance is attached to the fact that many persons lose their jobs by unwittingly offending someone "higher up," or keep them at the cost of truthfulness. A girl friend of mine who was working in a ten-cent store was asked by an inspector if the person in charge of her department checked over her stock with her at certain intervals. As she didn't know that he was supposed to, she replied that he did not, so she soon found herself without a job. This couldn't have happened if the decision had rested with a group of people, as it does at the Columbia, instead of with just one man.

There is a sense of personal responsibility for work that is refreshing after working under a system where every one is trying to "get by" under a boss.

As I have worked at the Columbia I have had to pinch myself every once in a while to be sure that I wasn't asleep. It isn't just a place where there are ideal conditions for workers, the very foundation of it is different. It is built on respect for the working man, on the assumption that he has the ability to participate in the management of his work. It takes longer to understand that part of the Columbia's program than it takes to write it. People are so sure that the working man doesn't "know" enough to participate in management, that if he had the opportunity business would go to the dogs, and perhaps that he doesn't even care to have a part in directing his affairs. To see this project being carried out makes one doubt one's sanity.

I have constantly found myself asking why? Why is all this necessary? Other firms are making gradual changes, will they not be more lasting? Gradually one comes to feel that not only does the working man know enough to be placed on his own responsibility; he has the right to be placed on his own responsibility. Of course, I realize this course would require very intelligent direction, as it has had here.

After all, the foundation is pretty important. If it is true that inadequate wages and unemployment are dependent on production, think of the persons who must be injured by the present system before production increases to the point where it can take care of them. Aside from any moral issue, think of the possibilities the working man has, of at least helping to improve his own working conditions. I believe the Columbia has some very important contributions to make to the solution of industrial problems.

M. WHICKER.

Daughter: "He says he thinks I'm the nicest girl in town. Shall I ask him to call?"

Mother: "No, dear; let him keep on thinking so."

PITY THE POOR SALESMAN

Who hath woe? Who hath contentions? Who hath babbling? Who hath corns on the bosom of his pants? Verily, he who goeth forth upon the road to travel.

He goeth forth in the morning with a light heart and a starched collar, and returneth at eventide with soiled raiment and blisters on his heel.

He goeth forth like a roaring lion—seeking whom he may devour; but lo! every man he meets smiteth him. He goeth to the place where they do entertain strangers, and what he ordereth of the servant she bringeth him not, and what he doth not order is set before him.

And when eventide hath fallen, he sayeth unto the keeper of the house: "Behold! I would be awakened at the fifth hour of the morning, that I may depart to another country."

And lo! before it is yet light, the keeper of the house knocketh loudly against the door, and sayeth in a loud voice:

"Arise, that thou mayest depart on thy train!"

And he that would arise awaketh in great haste and putteth his right foot into his left shoe, and he girdeth himself quickly. And, behold, he weareth his clothes hindside before, so great is his haste thereof.

And the collar that should be girt about his neck is coiled in the upper story of his hat.

And when he arriveth at the place from whence he would depart, he findeth it only the third hour of the morning, and he leaneth against a telegraph pole, and in his heart he revileth the keeper of the house wherein he slept.

Or perchance he asketh to be awakened at the sixth hour of the morning, and lo! the servant knocketh not until the eighth hour, and when he raileth, the hired man looketh at him with a look of scorn.

He goeth forth to ride upon the railway. Then cometh in a beautiful maiden, arrayed like the lilies, and behold, she taketh a seat afar off, but the dowdy woman with five children and warts on her nose taketh the seat near him.

Verily, man that is born of woman and goeth upon the road is of few days and variegated rations. Today he hath much that is good, and tomorrow his food is the withered grass, yet not cleanly. Where he sleepeth, if there be much water, he hath no towel; but if the water be gone, he hath of towels five in number and a piece of soap.

Verily he hath much cause to murmur an exceedingly great murmur.—*New Zealand Traveller.*

The above article was sent in by one of our salesmen. With it he sent a letter in which he expressed the hope that this article would be inserted in THE CAULDRON, so that the "guys back home" might have some idea of what it is like to be a salesman. It would be interesting if the "guys" referred to above told us what they do think.—EDITOR.

WHY AN OLD AGE PENSION

The almshouse is the final apothesis of friendliness.—Edward T. Devine.

Outdoor and indoor relief of the aged, as administered at present, is not conspicuous in its success.—Amelia Sears.

"Abandon all hope, ye who enter here," would be more appropriate over the door of a poorhouse than anywhere else.—Hugh S. Fullerton.

Public pauperism in old age is the dread and agony of thousands of working men and women.—Douglas, Hitchcock and Atkins.

The lack of security for old age now affects seriously more of our wage workers than any other of the uncertainties of life.—National Civic Federation.

In 1880 the percentage of people over 65 was 3.4 of the total population. In 1910 it was 4.3 per cent., and in 1920, 4.7.—John A. Lapp.

Old age poverty is, of course, not a new problem. There is every evidence, however, that it is a problem of growing seriousness.—Henry R. Seager.

While on January 1, 1923, there were in almshouses 59.8 native born white persons per 100,000 of the same class in population, the corresponding figure for the foreign born was 173.6.—Raymond Pearl.

One out of every three persons who have reached the age of 65 years is dependent either on some charity or relatives. One person out of every five in the same group is classified as a pauper.—Abraham Epstein.

There is no more important problem than that of the correction of abuses in our county and municipal institutions, and especially abuses in the management of our county almshouses.—Charles A. Ellwood.

Nearly 80 per cent. of the men and women who reach advanced age in the United States are dependent for support on relatives, friends or the state. The proportion is considered large in view of the great wealth of the country.—New York *Times*, May 16, 1926.

Being the resort of the wastrel and vicious aged poor, the poorhouse has so bad a reputation in England and the United States that respectable old persons would usually rather starve than enter its hated doors.—John L. Gillin.

Strange as it may seem, the United States is the only great industrial nation in the civilized world that has not already attempted a practical and permanent solution of this problem of old age dependency.—Lee W. Squier.

A total of 17,486 paupers died in almshouses during 1910, the death rate being 207.7 per 1,000 paupers enumerated on January 1, 1910. The rate was much higher in each age group than the corresponding rate in the total population.—Bureau of the Census.

MARRIED WOMEN IN INDUSTRY

Every one is well aware of the present day tendency for women to enter into almost every occupation open to men, and, judging by the interest and feeling aroused by the situation, it is a movement of prime importance in modern life. Foremost among the problems resulting from this realignment of social forces is that of the married woman in industry and the professions because of its effect on that much-lauded institution, the home.

Discussions in Council of matters relating to married women indicate that the prevailing sentiment of the majority is against the employment of women in occupations other than the traditional duties of housework. The supporters of this view center their arguments about three points, which we shall discuss in this article.

The oldest and most persistent of these arguments is the reactionary statement that woman's place is in the home; the assumption being that the very nature of the creature makes this true. However, conclusive proof for such a statement remains undiscovered, and, meanwhile, the propounders of this doctrine slowly disappear.

The second, and most convincing point in the argument, is an economic one, dealing with the competition of married women with other persons for gainful employment. The gist of this point is that women having other means of support are selfish to hold positions needed by men or unmarried and widowed women needful of employment, and that they greatly complicate the evil of unemployment. A survey of the actual numbers of married women gainfully employed throws some light on the question.

In 1920, there were 35,000,000 women in this country over the age of fourteen years, of whom 8,000,000 worked in various occupations. Less than 2,000,000 of these, or 23 per cent., were married, 77 per cent. being unmarried or widowed. Of the total number of married women in the country (21,000,000), only 9 per cent., or 2,000,000, worked for money, whereas 46 per cent. of the unmarried and widowed women were employed. It is this 2,000,000, out of the 43,000,000 working people, who have often been charged with aggravating the evils of unemployment and low wages. By deducting the number of married women engaged in domestic and personal service, work commonly allotted only to the feminine sex, we find the number of married competitors for employment to be 1,300,000, or 3 per cent. of all persons gainfully employed.

In agricultural and manufacturing industries, in which most unemployment is found, the number of married women is slightly in excess of 800,000. Admittedly these are in competition, not only with unmarried and widowed women who might need employment, but also with men, the chief bread-winners. Among this group we may reasonably expect to find a considerable number forced to work either because of disability of husbands, or because of low wages, as is the case in the Southern textile mills.

Granted that most married women gainfully employed do hold positions which might be allotted to unmarried or widowed women, by deducting from the 2,000,000 so occupied, the numbers holding positions in professions requiring special skill, and those forced to work out of necessity, it is not unreasonable to suppose that there are not more than a million unmarried or widowed women possibly prevented from working by those who are not as needy. At the most, this comprises about 2½ per cent. of all gainfully employed persons—a relatively insignificant number compared to the 10

per cent. or more who suffer from unemployment during periods of industrial depression.

It is apparent by now that we cannot solve unemployment by pointing to women having other visible means of support, for their numbers are relatively unimportant. Since we have married women in our midst, it is much easier to confront them with evidence of what appears to be the results of their selfishness, than to reach that small one per cent. of money earners who get 15 per cent. of the nation's yearly ninety-billion-dollar income, and who own 50 per cent. of the nations' wealth. If responsibility for present chaotic conditions can be attached to any one group, this is it; to substitute married women for the real, unattainable offenders is irrational, in the light of the preceding discussion.

A third argument against the married woman in industry and pertaining mainly to the Columbia, is that her income is contrary to the Columbia's policy of payment according to need if her husband is gainfully employed. However, should he be connected with this concern, the objection is largely overcome by withholding the marriage differential, thereby making part of the wife's income necessary. Also, even in those cases where it is obvious that the additional compensation is unnecessary, the woman's efficiency and value to the company may far outweigh the disadvantage of her being married; therefore, it would be wise to employ her. This is especially true of a woman becoming married while a member of the Columbia, for her value to the organization does not cease automatically with her change of status in society.

Beside the question of the value of married women's experiences and efficiency as a reason for employing her, there is the additional factor of freedom for women in general. The opportunity now open to women for employment outside of the home contributes much to their individual liberty, whether they take advantage of it or not.

It has been pointed out that the number of married women gainfully employed, although relatively few in number, does aggravate unemployment, adding to the expense of this burden borne by society. This expense may be thought of as payment for individual liberty which is usually bought for a price. Can it be said that the price paid for the growing freedom of women from the tyranny of their traditional duties is too great? Some think so, but the heartiest supporters of individual rights can hardly accord with this view. M. F.

GLIMPSES OF NORTHERN ILLINOIS

Peoria Lake, it is well placed, having miles of river frontage which gives it

One hundred and sixty miles southwest of Chicago lies Peoria the second city of Illinois. Situated on the upper reaches of the Illinois River, at the outlet of the expansion called a beautiful setting. This city of a hundred thousand people is partly located on the plain bordering the river, but much of its residential section is on the higher level along the bluff. Many important railroads serve it, making it a great shopping and jobbing center for much of northern and central Illinois. It is also expected that with the completion of river channel improvements, the deep waterway from the lakes to the gulf will be realized and that a barge service to Chicago will be in effect by the summer of 1932. Even now there is a seven-foot channel from Peoria to the mouth of the Illinois River.

In addition to being a transportation center, Peoria is an important manufacturing city, having more than a hundred major factories. The Holt Caterpillar Tractor plant is located here and employs several thousand persons. Coal is mined nearby and about twelve hundred miners live in and near the city.

With wide streets, fine public buildings, parks, recreational and educational centers, a city with such a productive equipment located in one of the richest agricultural sections in the country ought to be an ideal and happy place for its people to live. Yet here the social cancer of unemployment festers. While probably not as acute as in some other large cities, it was sufficiently serious to cause merchants to complain of slack business due to many of their townspeople being out of work.

If unemployment is a menace for the city worker, insecurity and uncertainty are also the lot of many of the farmers. In a rich farming country, in a village a few miles south of Peoria, the farm problem was a live subject of conversation

with the merchant and his customers. Here we learned that in the surrounding countryside probably two-thirds of the farms are run by tenant farmers, grain rent being the usual form of tribute to the owners. The agricultural depression and its effect on the prices of corn, wheat and pork disturbed these people. Doubt about the ability of the Federal Farm Board to control adequately the situation was frequently expressed, and grave are their fears for the future, if there is a good growing season this year. Such is the nature of our topsy turvy world, that the farmers can be alarmed at too many favorable crop seasons. A too lavish nature can mean trouble for the farmers in the same way that too much production can result in unemployment and suffering for the industrial worker.

The optimist was there in a restaurant in the person of an auctioneer, explaining away the farmers' trouble in this way, saying, "The depression in prices works in cycles. Everything will come out all right. It always does." The old farmer who listened to this seemed puzzled but hardly convinced.

In northern Illinois coal mining has had a considerable development. It was one of the first fields to be opened. During the seventies and eighties, many mining towns sprung up in this region, the coal being shipped into Chicago and other markets. The seams of coal were usually thin and the cost of production high, but the proximity to the Chicago market with its consequent low shipping cost offset to some extent the high cost of mining.

The opening of the southern and central Illinois coal fields with their thicker seams, permitting of a greater use of machinery and lower production costs, checked development in the north. The changing market conditions following the war caused a marked decline in production and the permanent closing of many mines. Just recently two of the oldest collieries in northern Illinois were closed when shafts at both mines were sealed with concrete. Through the closing of these collieries hundreds of men who have spent their lifetime mining coal are forced into idleness or to seek employment in other industries.

This enforced migration of miners has given many towns an appearance not unlike the "Deserted Village." Real estate values have decreased 50 per cent. or more and the savings which the miners had put into their homes have been almost entirely wiped out.

Inconsistently, in the same region one coal company has bought 2,800 acres and developed a strip mine within the last year. A great power-driven shovel strips 18 feet of surface from a 3-foot vein of coal. With each operation the shovel moves and sets aside 13½ cubic feet of surface. A smaller shovel scoops up the coal, loads it on cars and it is then taken to the tipple, sized, cleaned and dumped on railroad cars ready for market. This is undoubtedly done at low cost and high profits. This operation employs about 60 men, all told, who produce about 1,900 tons of coal per day. In a deep mine 300 men would be required to produce the same amount.

These profits are secured at a price paid by the whole countryside. The beautiful and fertile farm land is ruined for all time, scarred by the open pits and left as barren as desert land. This is one of the wastes and absurdities in this competitive age.

Well, Well!

"I saw a young man trying to kiss your daughter," said the mischief-maker.

"And did he?" asked the mother.

"No."

"Then it wasn't my daughter."

Unappreciated

Little William: "Why doesn't our canary sing any more?"

Mother: "Because it's molting, dear."

"Then," he exclaimed, in heartfelt tones, "I wish Aunt Mamie would molt."

The Age

Small Boy: "This is my fifth dance this week. Did you go to many?"

Small Girl (not to be outdone): "Oh, heaps! And I've an aunt that belongs to a club that was raided."

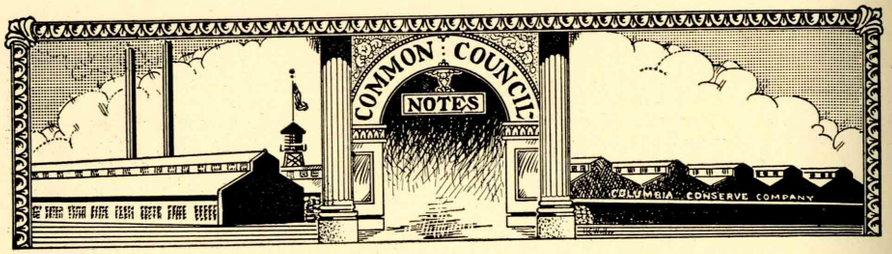
Quite Important

Caller: "Who's the responsible man here?"

Office Boy: "If you mean the fellow that always gets the blame, it's me."

Judge: "Prisoner, the jury finds you guilty."

Prisoner: "That's all right, Judge. I know you're too intelligent to be influenced by what they say."



Regular C. C. Meeting, March 14

This meeting was called to order by the chairman, Kenneth Lucas, at 7 p. m.

The minutes of the previous meeting were read and approved. The first question brought up was that of whether the company should extend full health protection to Antioch students or whether they should be entitled to one-half this protection. The general resolution covering Antioch students who were placed on salary, states that all Antioch students are entitled to one-half of the privileges extended to a salaried worker. It was felt by some members of Council that to give full health protection to Antioch students was to treat them in a better manner than the salaried employees themselves were being treated insofar as they (the students) work only half time with us. It was pointed out that there was a considerably higher turnover in the case of Antioch students in the employ of the company than is the case of our salaried workers generally, and that this would send up the medical cost for protection of Antioch students to a considerable degree above that of the average salaried worker. In connection with this, it was decided that the rule which applies to Antioch students being entitled to one-half the privileges of the salaried employees apply also to health protection, but that the Health Committee use its own discretion whenever exceptional cases arise calling for special treatment.

The case of Mrs. Susella Faulk and the doctor's recommendation that she be furnished with glasses gave rise to a very long discussion concerning our intention in the matter of retaining or releasing Mrs. Faulk from our employ. Mrs. Faulk has worked for us for several months, and during that time has created a not unfavorable impression upon many of her associates, although some of the members of Council questioned her veracity concerning little details that arose during the working day. It was explained that Mrs. Faulk was laboring under a great fear of losing her job, and that this in turn caused her to make statements which were not exactly accurate, thinking that thereby she was safeguarding herself. Because of the difficulties under which Mrs. Faulk seems to labor, there was a strong feeling in Council that she should be placed on salary immediately. There also existed a marked opposition to adopting this course. Several motions were submitted to Council concerning the matter, and considerable confusion arose from the fact that these motions were conflicting in character. Finally it was decided that the matter of placing Mrs. Faulk on salary be left aside until the Salary Recommendations Committee had an opportunity of discussing her case, and a motion was presented to Council that the company furnish Mrs. Faulk with glasses upon the same terms as obtain in the case of a salaried worker. This motion was carried unanimously.

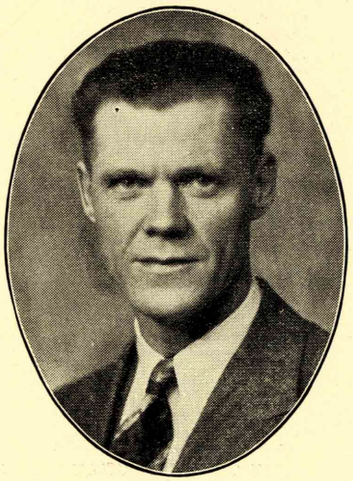
The Committee on Committees reported through its chairman that Leo Zike, F. A. Pohl, Wm. H. Hines, Genevieve Hendricks and Emma Bailey were appointed to constitute a committee for the investigation of means of ventilating the kitchen, capping room and other parts of the plant. The committee is to report back to Council on the 22nd of March.

Two applications for employment with us were presented to Council. The first was that of a Mr. Van Devender, a man of thirty-seven years of age, with several years' experience of work in a canning plant and six years' experience of selling mechanical appliances on the road. Jack Evans had interviewed Mr. Van Devender and formed a favorable impression of him and of his ability. Billy Hines and Arlie Myers had also met Mr. Van Devender, and insofar as they had talked to him, they had been led to believe that he would make a very useful man for the organization. It was expressed by several members that there was a marked need for leadership in the Mechanical department, and that Mr. Van Devender seemed fitted to build upon in that department with a view to making him a responsible

leader or assistant there. After a long discussion, it was moved and seconded that we accept Mr. Van Devender's offer to join our organization, and that he be placed on salary subject to the usual medical examination. This motion was carried unanimously. The next application was from a Mr. C. H. Ladd, of Harrisburg, Pa., who had written in to ask for a job and who, in writing his letter to us, had outlined the pathetic circumstances in which he was placed. Several members of Council expressed their deep regret at Mr. Ladd's misfortune, but felt that there were equally distressing cases to be found on all hands. It was generally felt that we could not employ a man because he was desperately in need of work. It was moved and seconded that we inform Mr. Ladd that we had no opening to offer him at this time and that we regret very much our inability to accommodate him.

During the course of the week, Jack Evans had been interviewed by a representative of the Chamber of Commerce, and he reported upon his interview to Council. He stated it was his belief that very little if any opportunity would be given us as a member of the Chamber of Commerce to influence the policy of that organization, and that it would be unwise for us to take out membership without first of all having an assurance that we would be given an adequate chance of representation. The method of government within the Chamber of Commerce seems to be very different from our own system. Representation is based upon the ownership of shares in the Chamber, each one costing $25.00, and most of the larger plants and businesses hold blocks of membership large enough to overwhelm the smaller units. Government is also left largely to a board of directors elected by members. Following the report, a motion was made to rescind the decision to join the Chamber of Commerce, which was passed at the last meeting. This was seconded and carried unanimously.

The next matter of business on the agenda was the question of what was to be done with salesmen when they were in off the road. The Standards department had experienced considerable difficulty in keeping track of the movements of the salesmen and had found it impossible to credit them with the time which they were off the road because of this lack of information. Several times recently, salesmen had been in for three to ten days and had appeared in the plant in a very intermittent fashion. The result of this has been that we have had several people ask questions about the way in which the salesmen are supposed to use their time when they finish one sales job and before they take up another. The Standards department had asked for the introduction of a system so it could account for the salesman's time for each day of each week and each month. It was then suggested that a resolution be presented stating that Council ask each salesman to report to the head of the Standards department as soon as possible after he returned from sales work. The head of this department would in turn inform the production superintendent and as a consequence it would be easier to arrange work for each salesman when he is off the road.



JOHN MULLEN
Process Department
Columbia Conserve Company

Kenneth Lucas reported to Council that the $70,000 which we owed the bank some weeks ago had been paid in full. This statement was greeted with enthusiasm.

Jack Evans reported that Mr. Daniel B. Luten, of the Luten Engineering Company, had accepted our invitation to speak in opposition to unionization, and would be here on Friday, March 21. Other speakers had been written to, but no replies received from them as yet.

Meeting adjourned at 9:35 p. m.

Common C. C. Meeting, March 21

Chairman Lucas called the meeting to order at 7 p. m.

The minutes of the previous meeting were read and approved.

At this meeting there were several visitors, many of them representing the Industrial Economics Class, of which Miss Dorothy NordHold is a member. Among those present was Mr. Daniel B. Luten, of the Luten Engineering Company, who came at our invitation to speak on the question of Labor Union-

ism. Mr. Luten was introduced to the group by Jack Evans, who, in the course of his remarks, urged that we should be very cautious in the matter of entering upon a project such as the organization of the Columbia Conserve Company workers, and that the subject should be fully explored before any definite action was taken. Mr. Luten began his address with a general survey of the economic conditions that have prevailed in this country for the last century and sought to establish the fact that labor had improved its position very materially during that time until today it was incomparably better situated than at any other time in its history. He attributed this improvement to mechanical progress and not to any effort on the part of workers to become organized. He sought to show that the history of labor unions' activities had often resulted in retrogression rather than in progress, and he stated that he believed the Columbia Conserve Company workers would do themselves more good by remaining outside the ranks of organized labor. At the close of his speech, Mr. Luten was asked many questions and these he answered. It was evident from the tone of the discussion that followed that the majority of our people were in favor of taking some action looking toward the unionization of all workers. No action was taken in connection with this matter, and after devoting an hour and a half to the speech and the discussion, Council settled down to its routine work of handling current business problems.

MRS. NELLIE GRAY
Kitchen
Columbia Conserve Company

A report was given by Homer Shelley in behalf of the Standards Committee in which he stated that no new standards had been approved during the week, but that a check-up had been made on several operations that had been previously studied. A criticism had come to the committee of the use made of men in the Label department. It was the opinion of the committee from what it had been told that men were often engaged in doing work for which women were better fitted and that great care should be exercised that the men be asked to do the heaviest types of work there. The reports from the male preparation group showed that that group was not doing as well in rating up against standards as the female preparation group, and an attempt was being made to check up on the causes of this failure.

During the course of the week a meeting had been called of the members of the Mechanical department. The purpose of this was to discuss the reorganization of the department and also of the matter of appointing an assistant to Arlie Myers, who would take his place when he (Arlie) was out of the plant. John Passwaiter reported the results of this departmental meeting to Council and stated that the department had unanimously agreed to the appointment of Henry Rippe as first assistant to Arlie, and he asked Council to approve this appointment. Council did so by unanimous vote. The departmental meeting had also recommended that Arlie be retained in the plant for a greater length of time than is the case at present. This matter was tabled for the time being until it is possible to discuss Arlie's position with members of the Sales department.

The next matter brought up was that of whether we should give promise of employment at this time to college students who are making application to come here to work during the summer months. Jack Evans stated he had had several applications and he was anxious to give these students a definite reply. Some members of the group expressed the feeling that the unemployment situation locally was so bad that we should reserve all jobs available for members of this community. Others felt that insofar as the busy season jobs were largely temporary ones, that students on vacations were ideally situated to fill the place. A motion was made that we accept up to eight students for the busy season of 1930.

This was seconded and carried.

No report was made by the Committee on Ventilation.

The Health Committee reported that it had rejected an application made by Blanche Steele to the effect that the company assume responsibility for taking medical care of her daughter. The committee felt that insofar as Blanche and her husband were both gainfully employed and that their joint income was considerably greater than our married man's minimum, it would be inconsistent of us to consent to the request. Council expressed approval of the committee's action.

Arlie Myers reported that the work done by the Columbia girls for J. C. Perry & Company at Connersville and Greencastle, Indiana, had called forth considerable praise from the jobber and the retail merchant. This, Arlie noted, was great encouragement and he hoped that we would have further reports of this kind to give soon.

Meeting adjourned at 9:30 p. m.

Regular C. C. Meeting, March 28

Visitors: Paul Masey, Myrtle Sheets and Powers Hapgood.

Chairman Kenneth Lucas called the meeting to order at 7 p. m.

The minutes of the previous meeting were read and approved. The first order of business was the reading of a letter from Mr. Hapgood in which he notified Council that he had engaged the services of Mr. Edgcumb Pinchon, of Hollywood, California, for the purpose of taking charge of our publicity work. Letters from Mr. Pinchon to Mr. Hapgood and to Council were read. There was a discussion as to the amount of salary we should pay to Mr. Pinchon. He had suggested $50.00 a week, and this Mr. Hapgood had stated to be, in his opinion, a moderate sum in view of Mr. Pinchon's experiences and qualifications. It was moved and seconded that we accept the suggested amount and place Mr. Pinchon on our salaried payroll as of March 10 at $50.00 a week. This was carried unanimously.

The Standards Committee reported through Homer Shelley that several mechanical changes had been introduced in the plant at the suggestion of the committee and that these seemed to be working very satisfactorily.

During the week the committee had been studying the standards set in the shipping room and had approved of same.

No report was given from the Committee on Ventilation.

The discussion concerning the vacation shut-down period brought forth the fact that the most opportune time for it would be the last two weeks in June and the first week of July. The Production department reported that its schedule provided for regular production at our present rate until the middle of June, and then to raise the weekly production to 15,000 or 18,000 cases per week after vacation. It was moved and seconded that we accept the period of three weeks ending July 3 as the vacation shut-down for 1930.

The same rules are to apply with regard to the extra week for Council services as were decided upon last year.

The chairman brought up the matter of providing Mr. Hapgood with a competent assistant, and in connection with this matter read a letter Mr. Hapgood had addressed to Council. A letter dealing with the same problem was read from Cornell Hewson, after which members of Council were asked to express their opinion about this important matter. Jack Evans spoke about the need for giving definite support to Mr. Hapgood with a view to improving his condition of health and lightening the burden which now falls upon him. Several people who spoke expressed concern about the matter of Mr. Hapgood overworking himself at a time when his body and mind needed rest. There was a feeling expressed by one or two people that Mr. Hapgood should be asked to select his own assistant and that if he was of the opinion that no one with us at the present time was likely to qualify, that he should go outside and seek the best possible man for the job. Finally it was decided to defer this matter until such time as Mr. Hapgood can discuss it with the Budget Committee and with Council itself.

The chairman asked Powers Hapgood to speak to Council upon any subject that he might want to discuss. In reply he stated he was greatly concerned with the need for linking up the Columbia Conserve Company more closely with the general labor movement and particularly with the trade union movement. He expressed his own pleasure in knowing that we were contemplating the formation of a Canning Workers' Union here, using it as a basis for a later organization of the entire canning working industry.

At the close of Power's remarks, Kenneth Lucas presented to Council a statement of the financial operations of the business for the period ending February 28, 1930. Ken's explanation was very well presented. It evoked a number of questions which he answered, throwing light upon the various items discussed in the statement. Council expressed its satisfaction with the financial position at

this time, and the hope was expressed that by the close of the present fiscal year we would be able to declare that we had had an exceptionally successful period.

Meeting adjourned at 9:30 p. m.

Regular C. C. Meeting Friday, April 4

Chairman Kenneth Lucas:

Minutes of the previous meeting were read, corrected and approved. The following corrections and additions were made:

With regard to the employment by us of Mr. Edgcumb Pinchon, it was stated that the fact of his working for us only four days a week had been omitted, and that a salary of $50.00 a week was not approved of merely on the grounds of his qualifications and experience, but rather on the basis of his needs. It was moved and seconded that the above data be inserted in the minutes. This was carried unanimously.

The first order of business was a report from the Health Committee by Jack Evans, chairman. He stated that a questionnaire had been given to all salaried workers asking them whether they wanted cold serum treatments or any other kind of injection from our doctor. He asked that each member should return this questionnaire as soon as possible so that the work of giving these injections might be properly organized. He stated that to date the company had spent about 38 per cent. of the $15,000 appropriated for health purposes four months ago.

A short report was given on the work done by the Committee on Ventilation by Billy Hines. He stated that the committee was still investigating ways and means of getting the best possible equipment with a view to the proper ventilation of the kitchen.

Jack Evans brought before Council the question of whether we should employ as a salaried worker a young man by the name of Louis E. Hosch, of Louisville, Ky. He said that Mr. Hosch had made a very favorable impression upon him and that his background and experiences suggested that he might fit in very well into our organization. Bert Hines had also had an opportunity of talking to Mr. Hosch and told Council that he also formed a very favorable impression of him. Mr. Hosch, it was stated, is 24 years of age and looked healthy and strong and might be a good prospect for us in the kitchen as well as in other departments. After some discussion, it was moved and seconded that we offer Mr. Hosch a position with us as a salaried worker. This was carried unanimously.

The application of Mr. Ed. P. Burpee, of Portland, Ore., was next considered. Mr. Burpee is a young man 18 years of age, who has a very considerable interest in mechanical work. Mr. Hapgood stated that he has met Mr. Burpee and had formed the opinion that we could very well afford to try him out in the Mechanical Department with the hope that he might develop his ability in that direction and thus be able to support our skilled men. His youth was considered in his favor, and although he is reported to be of a quiet nature, it was thought that after some experience with us he might develop into a useful member of the organization. It was finally decided to offer Mr. Burpee a position with us as a salaried worker.

Next came the case of Mr. Carl Phillippi, of Orange, New Jersey. Mr. Phillippi applied for employment with us several months ago and in return we asked him to visit us and tell us about his ideas concerning engineering and other work in which he was interested. He sat in at one Council meeting and later talked at considerable length to Mr. Hapgood and others, but finally decided that he would not accept a position with us at that particular time. In accordance with our custom, we paid Mr. Phillippi's transportation expenses from Boston to Indianapolis and back, which sum amounted to $100.00. Last week Mr. Phillippi sent the company a check for $100.00, stating that he felt uneasy about the matter of the company having paid his expenses when he came to Indianapolis, and that he felt that he himself should have borne that expense. Council discussed the ethics and wisdom of accepting this $100.00 and after some discussion it was decided to decline Mr. Phillippi's offer with thanks, and instructed that the money be returned to him.

The Sun Life Assurance Company of Canada wrote to the company stating that its Claims Committee had decided to acknowledge the Columbia Conserve Company's claim for total and permanent disability benefits in the case of Lafe Gardner, but that the recognition of such claim would be conditional upon our accepting the $3,000 for which Lafe is insured in monthly installments covering a period of two years, and that we furnish proof of continued disability at any time that the insurance company asks for it. It was suggested to Council that we accept the insurance company's offer, but that we continue to pay Lafe his present pension of $20 plus $2 per week children's allowance, setting aside the difference between that and the monthly sum received from the insurance company, and thus giving Lafe and ourselves a guarantee of a regular income for a period of two years and five months. Council was informed that the payment of these monthly installments by the insurance company would mean that Lafe's coverage of $3,000 would be depleted to the amount of such payments and that in the event of his death before the expiration of two years, his dependents would be entitled to only the balance left in the hands of the insurance company.

This fact gave rise to some discussion as to whether we would be justified in allowing Lafe and his family to consume the entire coverage which will be the case if he lives for a period exceeding two years. To the minds of several Council members it seemed to be unwise if not unfair to follow that course because they believed that the total sum for which a man is insured should be available for his widow and dependents at the time of his death. Other members of Council took the opposite view, believing that this insurance scheme should help us meet our obligations to our disabled associates and that the matter of providing for their dependents be left until such time as an actual case presents itself. We were asked to accept in good faith upon the basis of the company's past performances, the prediction that the company would not allow any employee's dependents to become destitute as a result of his or her death. Council was divided concerning this matter, but it was decided to accept the insurance company's proposal. but no decision was arrived at as to the way in which payments from the company to us would be disposed of.

Mr. Hapgood brought up the matter of our future conduct concerning giving office positions to young people, both male and female, who were in good health, physically and mentally, as he thought it unwise for us to give sedentary jobs to people fitted to do physical work, and that it became our duty to find lighter jobs for people whose bodies were not able to stand the strain of hard work. This matter was tabled for further discussion.

Mr. Hapgood reported upon the discussions which had taken place between the Colorado State Federation officials and Red Knapp, Ollie Chambers and himself. His resume indicated that the Colorado labor men, including Mr. Hoagh, the president of the Federation, and Mr. Gross, the secretary, were very anxious to do whatever they possibly could to organize the workers in the Columbia Conserve Company into a labor union. These men readily recognized, however, that the Columbia Conserve Company had much more to offer the world of organized labor than it could expect to receive from it, and, therefore, it seemed that the officers of the American Federation of Labor should interest themselves in the matter of getting us to become constituent members of the official labor movement. It was felt by our own men and the Colorado men that nothing should be done by us which would hamper our freedom to experiment along social and industrial lines, and that before we undertook to organize a labor union here we should get every guarantee from the A. F. of L. and its officials that we would be able to proceed along our present lines without interference of any kind from the outside. The advice given us is to remain quiescent for the time being and that pressure be exerted upon local labor officers by the Colorado men, so that the former might come to us and seek to organize us. No action was taken in this matter.

Mr. Boyd Gurley, editor of The Indianapolis Times, was asked to give a talk about the matter of our becoming members of a labor union, and he stated that he doubted the wisdom of our taking such a step because of the attitude of mind of the existing labor unions and the philosophy back of their conduct and the conduct of their officers. He was of the opinion that we might harm ourselves to a considerable degree if we became allied with organized labor in any manner. He paid a tribute to the far-reaching nature of our experiment here and expressed the most hearty hope that nothing should be done to imperil its success.

The question of an assistant to Mr. Hapgood was next discussed, having reference in particular to the work in the Sales department. Mr. Hapgood was asked to express an opinion about the men in that department, and in reply he made a fairly long talk in which he stated that only two men seemed to him to have many of the necessary qualifications for becoming active leaders in the Sales department. These were Arlie Myers and Hugh Bogardus. He thought that both men understood our sales problems to a greater degree than any of the other salesmen. Of Hugh Bogardus, he stated that he made a very favorable impression upon the jobbers and was well liked

by them. Arlie Myers, he said, had shown considerable competency in sales work during the last few months, and has always shown considerable courage in tackling work in the Sales department and elsewhere. The difficulty with Arlie seemed to arise mainly because of his divided interests and his desire to remain at home rather than be on the road. Questions were asked about the qualifications of Howard Herner, to which Mr. Hapgood stated that he did no think Howard had the qualities or capacity for performing the functions which management of the Sales department calls for. Neither did he think Howard to have a sufficient understanding of our social policies to enable him to become a competent leader in sales work or in the organization generally. To a question about the possibilities of the younger men, Mr. Hapgood stated he believed that Claude Pennington had shown a great deal of promise and might, as time goes on, develop into a very useful member of the organization.

The chairman asked Mr. Hapgood a question concerning Mr. Cornell Hewson to which he answered that he. Mr. Hapgood, had felt considerable discouragement of late and had almost reached the conclusion that it was hopeless for him to undertake the task of training Mr. Hewson further because of certain characteristics which he possesses which would hinder him seriously in development looking toward leadership in the Sales Department. Mr. Hewson seems to lack the originality which is necessary to a leader of the Sales Department and is somewhat prone to accept uncriticallv the opinions and judgments of others. It was suggested that we defer the final decision about this matter until the time of our general sales meeting at the end of the present month. This suggestion was accepted.

In reply to a question about the purchase of text books for the English classes, Council agreed to the purchase of these books on the understanding that they be loaned to the students requiring them, but that they be kept in our library.

Meeting adjourned at 9:30 p. m.

I AM WAR

I was conceived in passion, hatred, envy and greed, born in the morning of antiquity, and have a genealogy whose very page drips with red blood of innocence. I respect neither the feebleness of gray hairs, the helplessness of infancy, nor the sacredness of virtue, and walk, iron-shod, ruthlessly and impartially over the form of the weakling or the form of the giant.

I paint the midnight skies a lurid glow from the burning homes that I have ravaged, and I turn peaceful scenes of rural beauty, where God's own creatures dwell together in amity, into a raging hell. I set neighbor against neighbor in deadly combat, and I incite the brother to slay his brother.

I make puppets of kings, princes of paupers, courtiers of courtesans, and thieves of respected subjects, and empires melt before my breath as does the mist before the morning sunlight.

I make of religion fanaticism; the heathen I make a fiend incarnate; and of all men I make playthings devoid of reason and justice. Through intrigue I make the intelligent powerful, the unscrupulous wax fat on the spoils of blood-won victories gained by others, and the less learned suffer for their own ignorance.

Famine, want and misery follow in my path; I lay waste green fields and still the hand of industry. I pillage the land of its resources but contribute nothing to benefit of mankind, leaving pestilence to stalk ghost-like in my wake and complete the work of destruction. I lay a heavy tribute upon my most loyal subjects for the maintenance of my establishment; I squander the vitality and lives of those who serve me faithfully, yet return to the world nothing but ruin and ashes. The baubles of fame I confer on some are but empty shells of false standards wherein the license to commit murder and rapine is held to be the insignia of glory by a mistaken civilization.

I can offer no excuse for my having come into existence, nor can I give one plausible reason why I should not cease to be, other than that so long as men who wield influence are permitted to gratify their selfish desires and ambitions at the expense of the many who must carry the burdens and endure the suffering, that long will I continue to exact my toll of sorrow, devastation and death. For I am pitiless—devoid of all feeling. I fear neither man nor God; I am amenable to no law, and I am in myself the law and the last resort.

I AM WAR!—James Logan Mosby, prize essay in *Life*.

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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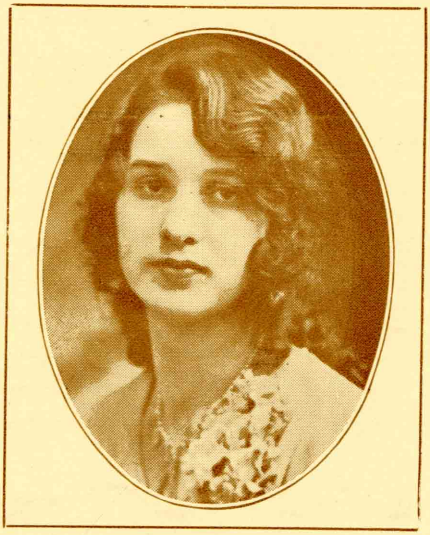

MYRTLE WEBBER
Label Room
The Columbia Conserve Company

C.C.
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1930

INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

THOUGHTS ON THE COLUMBIA

We have been given the very excellent advice to turn to the East, and in no better way can we do this than in our care and thought for our children, the men and women of tomorrow.

In a colony like the Llano Colony, in our group at the Columbia, where there is a leveling of income, incomplete, perhaps, but making steadily towards the goal of equality, under an ideal government where the very rich and the poor would disappear, it is essential that large ideas about income, expensive tastes, and insatiable desires should disappear, and should be replaced by a love of simplicity, a dislike of ostentation and of personal pride; and if we would look Eastward we should be moulding our children in readiness for a new kind of life.

Children can be ruined by being born with a silver spoon in their mouths, until they believe, in adult life, that they can behave in the old spoiled, childish fashion and that the laws of society can be loosened for their benefit. Or, born in a humble environment, they can be ruined by a training that would make them seek to get out of that environment, and, by industry and ambition, improve their position until they have acquired more and more wealth and surrounded themselves with as much of the material blessings of this world as possible. The children of the members of the Columbia Conserve Company, assured of health and security, have an excellent opportunity of standing securely on both feet between these two extremes. They need not be brought up in the lap of luxury, that would spoil them and make them unfit for citizenship, and they need not feel that they have missed so much that they must strive to rise socially and materially, until they know not where to draw the line.

Discipline has a harsh, almost cruel sound, but in the light of modern psychology it has assumed a gentler tone, and with an early start children can be disciplined without feeling the force of discipline. Good habits can be formed as easily, on the child's part, as bad habits, with an effort on the part of the parents. Wants and desires can be curbed because, in many respects, they need never be felt. To take a simple example, a craving for candy and sweet cakes, so detrimental to the teeth and therefore to the general health, once acquired is difficult to curb, but a child can be conditioned never to acquire that craving. The first taste of candy can be deferred for some time, and it can always be associated with an appropriate time of day and with the idea of moderation if we begin at the very outset to form that association. And so with many other things. During the years of childhood and youth, children and youths can be directed towards simple tastes. Allowed a choice as often as possible, they might be led to choose the simple rather than the ostentatious, the useful rather than the ornamental, and although they would not always choose wisely, it is possible that the fruits of early teaching would appear later in life.

But supposing we succeed in inculcating a love of the simple in material things, there is left for the parents another task of direction towards the new bright morning of life. There is, in all normal children, a strong desire for power, which is developed in some to an abnormal degree. Tendencies can be looked for and developed, and ambition can and should be fostered, but it should be linked with the seed of altruism which is planted in the hearts and minds of all children. Psychologists tell us that to insure a happy development we must love the work we do, so that it gives us pleasure, and we must do it with some altruistic purpose. Thus we have to find out the tendencies of our children, develop their abilities in the direction in which they tend, and direct them to use their power and abilities for the good of all and not for personal gain and aggrandizement, then our problem will be solved. Of course, it is not easy. Climbing is ardous and often dangerous, and we have to struggle on until we get our second

wind; for the last written words of Nurse Cavell, who lost her life in the struggle of the nations fifteen years ago, are very true—"Without a combat thou can'st not attain to the crown of patience; thou must pass through fire and water before thou comest to the place of refreshing."

But the mountain top is spacious and glorious, and if we cannot reach the top, at least we can set our children's feet well on the way. MARION EVANS.

A CAPITALIST CONFESSES

By Rudolph Spreckels, Millionaire President of the First National Bank of California

Congress is continually asked to protect capital and its methods of high finance. Protection and opportunity to continue earnings upon their watered securities while human beings starve, are demanded by men who know not hunger or want. Let not the spark of human kindness die in America. We must not tolerate a continuation of commercial greed and the placing of dollars above human rights and needs.

Europe is demonstrating today the inevitable result the policy of commercial greed leads to. The toll in money and in human life now being paid at the altar of governmental submission to the demands of capitalism should be a warning that no intelligent American can afford to ignore.

My writings may shock the members of my so-called class, but my belief in them is still sufficiently strong to warrant me in hoping that if they will but take a step outside the blinding influence of their selfish environment, a new light will dawn upon them, and then there will be hope that the United States of America may go forward and forever live in accord with the intention, purpose and mandate of this nation's founders.

Shocking

Mrs. Tremont: "Mrs. Paisley has a very magnetic personality, hasn't she?"

Meat Market Proprietor: "Yes. Everything she carries out of here is charged."

Sonny: (fetching a handful of dirt

Sonny: "Ma, our Sunday School teacher said we were made out of dust. Are we?"

Ma: "Yes, dear."

from outside): "Who is this guy?"

EDITORIAL

One cannot meet employers of labor in these days without having a feeling that a great many of them are quite unhappy about what is loosely termed the "labor situation." Even though they have no actual trouble—or impending trouble—in their own organization, they have a very definitely uneasy feeling that there is a great measure of unrest among those who labor; and further, they believe that there is much valid ground for the unrest which they know to exist. In a word, very many employers feel a sense of moral guilt when they look with any degree of scrutiny upon industry and society, and with this guilt goes a feeling of helplessness and impotency.

That is precisely why so many employers are ready to listen to proposals to change and modify our present industrial arrangements and why so few—hardly any of them—show any readiness to defend our present economic system as it now stands.

Most employers want to modify a system which obviously produces so many glaring social ills, and they are prevented from contributing towards making such a change first of all by their almost complete ignorance of how to proceed in the matter, by their lack of initiative which forbids them pioneering in an uncharted sea in search of newer and better ways of running industry. Secondly, there stands in the way the fact that they lack genuine generosity which might impel them to imperil their own wellbeing so that others—many others—might be assisted; and thirdly there comes the tremendous and very human desire which most employers feel—the desire to continue to wield, even to increase their power over men and things.

With the first of these obstacles which hinder employers in assisting in the task of industrial reform one can express and feel a certain sympathy, for the employer is and has been a busy person occupied for the greater part of his waking time with the conduct of his business organization, so immersed in that work as to give himself but little time for the study of proposed methods of industrial reorganization and when he hears of such methods he is distrustful and suspicious, for they generally belong to the world of "theory" whilst his life is embedded in the world of "practice."

Of the second obstacle one can only say that like most people within present day industry—where the morals of the jungle so often prevail—the employer is a victim of circumstances over which he has little control, and his selfishness is the attribute of a great mass of men and women regardless of position or status; but like most of his fellows the employer is learning generosity and will continue to do so as each one of us becomes more and more truly civilized in our relations towards each other. The last obstacle seems to be the most formidable for it seems more deeply ingrained in man's nature than most of his vices and virtues and consequently is harder to eradicate. The desire for power shows itself early in the life of the infant. It is generally fanned into flame by the conditions of modern life as the child grows to manhood, and when once a man enjoys a considerable measure of power over his environment—material and human—it becomes extremely hard for him to relinquish any part of it for any reason whatsoever. With employers it is particularly difficult to persuade them or to have them persuade themselves that power over others will essentially dwarf the lives of those others and stifle one of life's deepest urges—the urge for freedom and liberty.

Usually one does not meet the employer who avows his love for power, for already in the evolution of the human race it has become distasteful to the majority of men to have one of their number, who seeks to control their lives, assert his intention or purpose.

Generally, the power-loving employer drapes his desire in high sounding phrases and often in a well rationalized system so that he hides the truth not only from his fellows but also from himself. The more subtle his mind the more sophisticated is his rationalization and the harder is the guise to penetrate. Whether this guise be elaborte or simple, well knit or loosely woven it matters but little; a careful analysis will usually reveal that the man accustomed to sway power guards it preciously and tenaciously and will yield only after the most fierce of battles.

Up to the present the employer's hold upon power is fortified by our moral and legal codes, and his position and conduct are not looked upon as inimical to society except insofar as there exists all over the world many societies who utter a faint protest against the social inequality of today. Fortunately these organizations of protest are growing in size and number, and everywhere there is a weakening of the faith which once proclaimed loudly that "all's well with the world." There is a growing indignation against the autocratic structure of industrial organization, and among those who feel this changing outlook are employers who cannot escape the "spirit of the age." Their difficulty is that of knowing how to act so that they might usher in a new order of society, rid themselves of a hundred groundless fears, and enable themselves to see a larger vision than that of merely amassing wealth and controlling the destiny of others.

Slowly the old ideas are passing; theories once respectable, almost hallowed, are crumbling before the demands of a new day and a new situation. A new psychology is in the making, and although men often meet with set-backs the tendency is ever onward and upward towards something better and nobler.

To employers in general the achievements of the Columbia Conserve Company stand as an invitation and a warning. Our history and our evolution, if studied and examined, should give the fearful cause to become bold, and to those who love power we should give some clue to the pettiness of such desire when compared with the adventuresomeness of pioneering in a field as full of thrills as any remote frontier land.

We continue to tell the world of our experience and of the pains and joys associated with it: we hope by so doing to induce others to join us or follow us so that they may share our experiences or gain similar ones.

We say with truth and without reservation that much as we liked the game of producing and selling for the sake of money our joy now is immeasurably greater than ever before, and no inducement can ever be given us to turn back, divert our course, or change our purpose.

Of all the games we know of there is none that challenges the imagination or stimulates the mind or, upon occasion, soothes the soul as much as facing up to the deeper implications of the fact that men and women are in things fundamental equal.

Roundhouse Round Hours

Visitor (in roundhouse): "Do you have to work long hours here?"

Hostler: "No; only the regular length, sixty minutes."

Poor Golfer: "Well, how do you like my game?"

Caddie: "I suppose it's all right, but I still prefer golf."

COLLEGE STUDENTS AND THE COLUMBIA

The American laborer has about as much trust and respect for a college student as the American pioneer had for an Indian. One of the Columbia Conserve employes recently wrote for the "Cauldron" a very convincing story of the hostility she had met on previous jobs when her fellow workers discovered that she was a college graduate. If the Western laborers whom I knew as a child had been asked to choose between working with a college student and a Chinaman, they would have chosen the Chinaman in spite of their scorn for the yellow race. On the other hand, college students often feel immensely superior to working men for no good reason.

This attitude is unfortunate for both parties. Labor movements could benefit by enlisting the aid of college trained men, and the college student certainly needs the tempering experience of industry. Every one who can find the money is going to college now; it has become the fashion. But the ordinary college, instead of giving the student an orientation for the problems he will meet in the work-a-day world, gives him a series of academic courses having little relation to his life or the world he is to live in, and in addition indoctrinates him with the capitalistic philosophy, "All's right with the world so long as I can get along, and with my education I ought to be able to leave the masses far behind."

Under these circumstances it is especially fortunate that the Columbia Conserve Company, which recognizes and combats the evils of our industrial system, and Antioch College, which tries to give its students an education which will prepare them for life, should have a friendly connection. It is a marked tribute to the Columbia experiment that its workers have become so unusually tolerant of college students. The group at the Columbia judges Antioch co-operative students with quite as much severity as it does its own members, but with almost no prejudice. This is all the more remarkable because several of the Antioch students sent to the Columbia have been unfitted for the position and have failed to live up to the group standards.

Yet the possibilities for exchange between the college students and the workers have as yet hardly been realized. The students have had a type of experience which the other Columbia workers cannot have, and the workers should profit by that experience just as the students, while they are at the Columbia, profit by their working experience. Various ways of utilizing a college student's training could be found. His point of view would be interesting, and often valuable on committees. He might be used in the educational work which has recently been undertaken at the Columbia. This work could have a large scope, and could be not only worth while to the worker, but fascinating. Many college students have picked up, outside their classes, from professors or from friends, some knowledge of books, of music, of arts and handicrafts, which makes life richer for them. A method of imparting these, as well as the more concrete forms of learning, might be found. Such a development of the educational program would take time, experimentation and wise leadership. Nevertheless, it is quite possible, and the beginning has already been made.

In addition, Antioch College might be of benefit to the Columbia in several technical fields. Wise use might be made, through students of the college chemistry and bacteriology laboratories. An example of such work is the research now being made by an Antioch student into the causes of the decay of soups in the can. The financial students at Antioch might be used in the bookkeeping department. There are many Antioch students who intend to become business men, and who would be a valuable force for industrial democracy if they knew the Columbia well enough to understand how and why it works.

I am not recommending that Antioch students be exempted from work on the floor of the factory, or that they be accepted on salary without thorough trial as wage earners. I believe that either of those changes would be unwise. But I also believe that if some of the fields mentioned above were open to college students, the Columbia would attract older and more skilled college men and women, and would hold them longer. College students have reached the age when they feel that they must test their own abilities, and discover not only where they can get most but where they can give most. They have a particular liking for a job where they feel that they are especially useful, or that they can enlarge the scope of the work according to their ability. Considering that we are fond of money, and that most of us need it badly, the remark, "It doesn't pay much, but it's a good job," is surprisingly frequent at Antioch. If the Columbia, while still holding students to a severe standard of work, could give them larger opportunities than it does at present, it would benefit by their training and hold their loyalty.

CHARLOTTE CORBETT.

A REPLY TO THE PLAINTIVE SALESMAN

Woe hath he who selleth thou sayeth! And I say unto you, "Woe hath he who maketh." My clock alarmeth oftentimes at the first hour of the morning and I have to unlimber my weary body and shake off slothfulness of mind so that I be present at my work by the second hour of the same morning. I putteth on various meats and vegetables and careth for them as they cooketh. I watcheth in eternal vigilance and complaineth not.

I haveth none to share my gloomy thoughts save the prowling cats who also watcheth and are vigilant.

At the fifth hour I may be joined by a fellow-being but he is so disgruntled because he too, believeth life to be hard before sunrise that he maketh but poor company. By the eighth hour I am back in the world of men and things move on all hands. I worketh unceasingly, save for the time when I eateth, until my nine hours are done and then I wandereth homeward sore of foot and again weary of body and sluggish of mind.

During the day I speaketh to no one for lack of time, and my imagination quickeneth not because of contact with new things. I meeteth no strangers and my eyes alighteth upon no new sights. I am made tired by work and by the sameness between my yesterdays and my tomorrows.

During the day I tasteth many soups and broths and these cause me to feel sickly and loseth my appetite. My rubber shoes weigheth upwards to seven pounds and pulleth at my sore feet as millstones. With them I climbeth to the kettles and paddleth the soups seven times to the quarter hour. I am cheered not by a glowing page from the Saturday Evening Post nor by the gossip of a small town politician. I am guided only by the prying eye and the knowing nod of my foreman and I feeleth that I am held in disdain by those who believeth themselves to be superior.

I seeth my wife seventy times on each of the seven days of the week and her tongue spitteth fire at me often. I goeth to the pictures but rarely, and when I go I nurseth my forty pound infant on my lap. I also explaineth the pictures as they goeth for my wife seeth not plainly, and I feareth saying that which she knoweth. My wife hath no warts on her nose but she hath firm jaws and biteth hard upon occasion.

My life calleth for much courage and more discretion. I believeth always in good humor and patience both of which make my days lighter and my nights longer.

Amidst my woe I am happier than many for I speculate much upon life and the world.

I believeth that my friend who sayeth "Nothing is good or bad except thinking make it so," sayeth a great truth and therefore I complaineth not.

Mayhap, all life is woe. I know not. I do know that he that selleth has no more woe than he that maketh.

Woe unto us all who want woe.

Kitchener.

A Mean Trick

In the kindness of his heart a fellow opened an account for his wife at the local bank. A few months later the manager of the bank, meeting the man who had opened the account for the lady, remarked: "Would you kindly tell your wife that her account is overdrawn?" The news was duly passed to the wife, and the next morning she handed her hubby a sealed envelope addressed to the manager of the bank. The manager opened the note and read it. Then he said to the man: "Perhaps you'd like to see what your wife says." The man read the contents, which were: "SNEAK!"—Forbes Magazine.

Lord Eddisham tells that "It is said that Mussolini was present at some function with the King of Italy, and some time along the king dropped his handkerchief. Mussolini stooped quickly and returned it, for which the king expressed his thanks profusely, almost pointedly.

"Someone later asked him why he was so glad to get his handkerchief back. 'I was delighted. You see, it is the only thing left that I am allowed to put my nose into.'"—Christian Advocate.

ADULT EDUCATION

The worker in industry approaches the task of study in any field, and particularly in the cultural one, after his character has been formed by the experiences and responsibilities of practical life. He is unlike the school boy who goes to college after a successful high school career, going as a matter of course, without any sense of making a sacrifice, although the latter is often made by parents or relatives. The studious worker approaches the text book and the college or class room because he wishes to know rather than because he wants to get on. Every teacher knows what that means. In this country there is a powerful body of educational opinion which favors a system where the student spends half time in college and half in industrial work, because the latter is found to give reality and life to the former. The enthusiastic pursuit of knowledge which comes from a desire to know is a tremendously valuable asset and makes the work of both student and teacher much less difficult.

In the management of the state and in civil government generally there have always been two conflicting ideas. The question is asked, "Who is to govern, the expert or the ordinary citizen" In any other art requiring thought and skill it is the expert who decides. Ought not the same rule to hold in the art or science of government? It seems difficult to avoid this conclusion. Plato, it might be recalled, accepted it and constructed his ideal republic on that basis. Government was to be in the hands of a selected class of "Guardians" marked off from the citizens by native endowment and education. Greek philosophy was built for "Aristocracy," but "Aristocracy" in the proper sense of the word, i. e., government by the best and most capable. The question inevitably arises: "How are these 'Governors' to be kept true to their function? Having the power, will they not, human nature being what it is, use it to further their own cause rather than those of the governed? Who is to guard the 'Governors'?" Hence in every aristocratically controlled society there has always developed a pressure from below, the "governed" feeling that their interests are either not understood or ignored and overruled, and the governing class feeling the need from time to time to strengthen their own position by admitting new partners from below, until finally the distinction between governors and governed disappears, and full democracy is established—in Abraham Lincoln's famous phrase, "Government of the people, by the people, for the people." But then the question arises, "Can this last?" The Greek philosophers thought it was merely a temporary phase and that democracy ultimately, by as necessary a development, must give way in time to despotism. This was certainly the line that political development followed in ancient Greece. Until quite recently, however, it was thought that modern conditions were so different, that the fortunes of the Greek state had no relevance to our own political problems. It was assumed that free institutions created the temper and the habit of mind that enabled them to be worked successfully. This doctrine was preached by Macaulay and his successors, and up to the last century remained the accepted creed of the average citizen in all democratic countries. But recently events in Europe have given a rude shock to this complacent optimism. In no less than a half dozen states—Russia, Spain, Italy, Portugal, Poland and Czechoslovakia—democracy has given way to despotism because apparently it had ceased to work effectively.

The first interest of the ordinary citizen, as he sees it, is that the law should be strong enough to protect himself and his family in the enjoyment of life and property.

When a government definitely ceases to do this, all experience shows that he will have recourse to a "Saviour of Society," whose rule may be benevolent but will certainly be despotic.

To sum up, free government is bound up under modern conditions with democracy, but democracy bears within itself the germ of dissolution always ready, like every disease germ, to seize any opportunity whether offered by a serious injury or by a general low state of health on the part of its host, to master the vital forces and kill the organism in which it resides.

If this be so, may not the movement for adult education in whatever form it may show itself have a most potent and salutary influence in maintaining the vitality of free institutions? May it not be expected to create a body of educated opinion among the manual workers who form the bulk of our population and to raise among them a supply of thinkers

qualified by the union of abstract study and practical experience to act as wise and understanding guides in the developments—industrial, political, and social—that lie before us?—Adopted from a speach by H. Reichel.

ILLS OF INDUSTRY

Editorial, S. D. Tribune, April 18, 1930

"The greatest economic blot on our capitalistic system." This characterization of unemployment comes not from an irresponsible radical critic or a social idealist, but from a conspicuous industrial leader, Owen D. Young, chairman of the board of the General Electric Company. For unemployment, lost motion in our social machinery and its inevitable accompaniment, economic waste, are being criticized not on theoretical grounds, but as breeders of inefficiency and political decay.

A new note of uncompromising disapproval is creeping into the critical analysis of unemployment that has been initiated by industry itself. "I do not charge you men with being inhuman," Senator James Couzens of Michigan, recently told the Michigan Manufacturers' Association at Detroit. "I charge you with being careless, with being thoughtless of the results of your failure to solve this problem." Himself an experienced business executive, the senator from Michigan warned this group of industrial leaders that they cannot avoid responsibility for the disruption caused by the erratic operation of their factories, cannot escape the invasion of business by government that always follows such difficulties.

Government, any government, can withstand all attacks save those based upon the charge that men willing to work can find no work, that families that live according to the national precepts laid down for them starve because of faulty management. For the charge here strikes at the root of the theory of government, asserts that by being stupid government loses the authority about which it is built. Neither Mr. Young nor Senator Couzens is attacking the principle of American industry, but both point out the serious nature of our present problem and by their attitude indicate the success that may be expected when industry recognizes the obligation to provide work, not by the hour, but by the year and thereby allow the workman to budget himself according to the accepted practice of his time.

In the Soup

The pale, nervous looking man was applying for a job.

"I think I shall be able to suit all your requirements, sir" he said to the boss.

The great man shook his head.

"I'm afraid I shan't be able to take you," he replied. "You see, I'm wanting a single man."

A look of horror appeared on the other's face.

"B-but, good gracious," he stammered, "when I came here yesterday I was told that you were looking for a married man!"

"I'm sorry," said the boss. "It must have been a mistake."

The applicant stepped forward and clutched him by the arm.

"Look here," he gasped, "it's all very well for you to talk like that—but what am I to do You see, I went straight out and got married!"

Ah! 'Tis Always So

"The man who gives in when he is wrong," said the orator, "is a wise man, but the man who gives in when he is right is——"

"Married," said a weak voice in the audience.

Hopeful Gent!

Father: "Are there half fares for children?"

Conductor: "Yes, under fourteen."

Father: "That's all right. I've only five."

Jack: "So your father demurred at first because he didn't want to lose you."

Ethel: "Yes, but I won his consent. I told him he need not lose me; we could live with him, so he would not only have me, but a son-in-law to boot."

Jack: "H'm! I don't like the expression, 'to boot.'"

"Should a husband keep anything from his wife?" asks a writer.

Enough for lunch and carfare, we should say.—Boston Transcript.

THE COMET'S TALE

By Edgcumb Payne Pinchon

For the caption of this column I am not responsible. The facetious, and sometimes sarcastic, general manager, having brooded upon Keat's eulogy of Chapman's translation of Homer, decided that a line therein had been written with prophetic relation to my wretched self. And thus "the western comet" I became. Since I have to live with the thing—which means that hereafter I needs must travel by air and never be still again—I might as well make what use I can of it. And thus "the comet's tale."

It was just ten weeks ago that in Hollywood—where the roses and the newly-rich bloom all the year around, and Will Rogers rides out every morning to rope a new wise-crack—that the adventurous general manager, one William P. Hapgood, conscripted me to the service of "socialized soup." And but two weeks ago that clutching the arms of my seat and trying to look nonchalant at the same time, I swooped from above the clouds to the Indianapolis air-port and thence to the plant itself. Thus I am the newest of infants in the world's newest of infant industrial democracies. For that reason it behooves me to chew my ring awhile and not say much.

However that doughty Taffy, Jack Evans, personnel manager and editor of The Cauldron, has levied upon me for a contribution—mainly, I think, to fill a space found blank at the eleventh hour. And thus again "the comet's tale."

Jack wants my impressions of the Columbia Conserve Company's "experiment in industrial democracy;" and while I should prefer not to give them with so little time for reflection I think I have arrived at one or two conclusions which are not likely to change—however much my knowledge of the details of that venture may enlarge.

I have been interested in cooperative experiment throughout the larger part of my life; and this is the first one I have encountered of its kind. It is the only one in the world today—so far as I know—to be based equally upon the fundamental principles of human relationship and upon a realistic business philosophy and technique. That to my mind is the secret of its extraordinary significance and success.

The Columbia Conserve Company is sound both as a business and as an adventure in human relations because it nowhere has halted half-way. There is in it no weakening taint of reservation or compromise—at least, hitherto I have found none. That homely realistic version of the Golden Rule which Saxon shrewdness phrased—"What is sauce for the goose is sauce for the gander" is the root of its every thought and act, the tacit or expressed assumption at the base of its every decision of policy and procedure. To its leadership from the beginning, as now to its rank and file, the equal human worth of men is both a scientific fact and a creative faith. From such a root grows the good that does not pass away but is guaranteed by the pulse of the liberated human spirit, and by the breath of the life that brewed all things from a common mulch.

"If your goodness have no edge to it, then it is no longer goodness," said Emerson. And that expresses the next conclusion I have come to. Of sentimentality—that fuddling of the moral and aesthetic perceptions with emotional self-gratification—there is no trace here. Man stands up to man with plain speech. Faults of the individual are openly criticized in the many committees, and in the weekly communal Council, but with no intent to hurt. The common good is the aim. The soft egotism of the individual which shrinks equally from giving or receiving constructive criticism finds no friend where only friendship reigns.

And thus it comes about that the "group-analysis" which the newer psychology greets as the last advance in conscious self-development, has been a daily practice in this plant for some years. Where no authority but the spirit of the group reigns; where no discharge—save for the most serious dereliction—threatens; criticism appears only as a spiritual challenge. In this aspect it never is long absent. And the result is two things: a spirit of fellowship unforced, natural as sun and the rain: a spirit of endeavor from within, a sense of achievement of the self in the task—the goal surely of all education worth the name.

This year the one hundred and fifty men and women who comprise the personnel of the Columbia Conserve Company come into legal as well as virtual ownership of the plant they long have controlled in common Council. The "experiment" loses the last trace of its paternalistic birth, and becomes an autonomous industrial democracy. But Mr. Hapgood's contribution to it remains, and must remain for many years, one that is quite incalculable. Can these one hundred and fifty men and women develop from their own ranks an educated and envisioned leadership, wise, adventurous, forceful enough to lift the burden from his shoulders, and free him for yet larger adventures ahead?

That is the question which has been haunting my mind ever since my first day at the plant. How many of those who have been given the opportunity of sharing in the most critical industrial experiment in modern history realize its significance, realize the almost appalling responsibility laid upon them? How many are fitted—not by education but by urge and capacity for social vision—to realize the meaning of the thing that is given into their hands? Not many. And of those few who must perforce bear the burden of the others who sleep—working industriously but seeking to assume no responsibility, not seeking even to understand the simple yet profound idea behind the experiment—how many can measure up to the technical requirements, the soundness of judgment, and keenness of vision demanded by an industry which still must compete, knee to knee, with capitalistic rivals? Again one must say, "not many."

Only this remains a doubt to disturb one's thought at times. But even this may be found to rest partly on my own inability to sense and see what is growing beneath the skin of things. My faith is in the new social organism brought to birth in this plant, as a living whole, rather than in its specific parts. And my faith and my hope is that so live an organism will not fail to produce the eyes and the ears and the sensitive brain-cells necessary for its continued growth and expansion. From the first time I heard of the Columbia Conserve Company I sensed that a new thing had been born on the earth—that an advance had been made in the field of human relationships comparable to that made by Galileo in astronomy, to that of Newton in mechanics, and of Columbus in geographical discovery. And now that I have seen it, and worked with it awhile, I know that I was right.

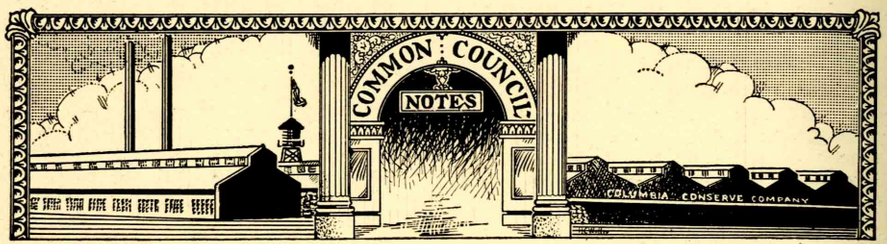
A BREEZE IN THE DOLDRUMS

That Owen D. Young should have forecast the ownership of a particular undertaking by the human beings employed therein to the extent that they will truly be the employers, buying capital as a commodity in the market, and that too at the lowest price, somewhat after the manner in which labor was bought a short while ago, will come as a startling thing to those who think of the status quo as the only solution possible of the conflict between capital and labor. And, as Owen D. Young is chairman of the General Electric Company and was speaking at the dedication of the new $5,000,000 graduate business school of Harvard university, the gift of the great banker, George F. Baker of New York City, whatever of pause it may give to furtive old ladies of both sexes as to their investments, it will come to the public at large as a breeze in the doldrums at a time when the keel was befouling, the crew getting ugly and the captain and the mate at their wits' ends.

"Slowly we are learning," said Mr. Young, "that low wages for labor do not necessarily mean high profits for capital. We are learning that an increasing wage level is wholly consistent with a diminishing commodity price level. We are learning that productivity of labor is not measured alone by the hours of work, nor even by the test of physical fatigue in a particular job. When zest departs, labor becomes drudgery. When exhaustion enters, labor becomes slavery.

"No man is wholly free until he is both politically and economically free. I hope the day will come when these great business organizations will truly belong to the men who are giving their lives and their efforts to them, I care not in what capacity. Then they will use capital truly as a tool and they will all be interested to the highest economic advantage. Then we shall have no hired men. It may be a long way off but it is worthy to engage the research and efforts of the Harvard School of Business."

It will take time, social sense, and much of adjustment to fit the world for the realization of Mr. Young's vision. But that he should take occasion to proclaim the faith that he has in his fellows, rich and poor, and the spirit to solve such a problem will do more to make straight the way than any other word spoken in this generation.—Editorial from San Diego Independent, June 15th, 1927.



Regular C. C. Meeting, April 11

Chairman Kenneth Lucas.

Meeting was called to order by Chairman Lucas at 7:00 P. M.

The Chairman introduced to Council members Mr. Taylor, President of the State Federation of Labor, who was scheduled to speak to us concerning the matter of our becoming organized into a labor union. Mr. Taylor spoke for thirty-five minutes and during his speech, urged upon us to see the necessity and wisdom of organizing so that we might be in line with the millions of trade union members affiliated with the American Federation of Labor. The speech was very well received and after several questions were asked of Mr. Taylor, which he answered, a vote of thanks was accorded to the speaker, each member of Council showing his appreciation of Mr. Taylor's address.

Among the questions asked of Mr. Taylor was the one of whether, in the event of our becoming organized, we would be free to use our labor in whatever direction we saw fit. The answer was in the affirmative.

Another question asked was whether the American Federation of Labor would have any right to interfere with membership in a Canning Workers' Union or would it have jurisdiction over the matter of hours, wages, etc. Mr. Taylor replied by stating that the American Federation of Labor had no power to interfere with the affairs of any union; its function is that of coordinating the individual unions and rendering assistance to them when asked. After Mr. Taylor's speech, several members of Council spoke, some at greater length than others, concerning the matter of unionization. Mr. Hapgood and one or two others expressed very clearly the philosophy which we hold here with regard to industrial and social practices. Mr. Taylor was told very emphatically that if the labor unions of this state or country wanted us to join them the only condition upon which we would consent to doing so is the one that our position with regard to industrial and social matters be made perfectly clear to all concerned.

At this juncture the minutes of the previous meeting were read and approved.

A report was given by the chairman of the Salary Recommendations Committee the first item of which was the committee's unanimous recommendation to place Russell Easley on salary. There was very little discussion and the recommendation was accepted by unanimous vote. Next the committee recommended that Suzella Faulk be placed on salary. The committee members were again unanimous in making this recommendation although they had experienced considerable difficulty in reaching that conclusion. The chairman stated that all those who had given evidence before the committee about Mrs. Faulk had stated emphatically that she was doing her best but that she was awkward in the performance of several operations. There was a feeling, however, on the part of many that she was not suitable material and ought not to be placed on salary at this time. The objections to placing her on salary came mainly from the Label Room where it was stated she is particularly unfitted for several of the operations. It was also stated that she was awkward and slow in some of her movements and many thought she would not improve regardless of future experience. The committee had been impressed to a great degree by the fact that all the people working with her believed her to be doing all she could, and because nothing more could be expected of anyone, the committee came to the conclusion that she should be placed on salary. A large number of people participated in the discussion concerning Mrs. Faulk, some urging strongly that Mrs. Faulk be placed on salary and others taking the opposite view. At last the matter was put to a vote and all voted for the recommendation except two who expressed themselves as undecided in the matter. The matter of fixing Mrs. Faulk's salary was referred to the Needs Committee. This

committee will report to Council at our next meeting.

The next order of business was a request from the New Llano Colony in Louisiana, through the medium of its director, Mr. George Pickett, that we invest in the Colony by the purchase of some land which it has for sale. The colony is a cooperative one, and has been in existence continuously since 1914. The colony is anxious to liquidate its debts and this it proposes to do by the sale of some surplus land it has up to 5,000 acres at a price of $5.00 an acre. This matter seemed to be one that required a good deal of discussion and because of the lateness of the hour, it was deferred until our next meeting.

Meeting adjourned at 10:00 P. M.

Regular C. C. Meeting, April 18

Chairman Kenneth Lucas called the meeting to order at 7:30 P. M. Minutes of the last meeting were read, corrected and approved.

The first order of business was the further discussion on the question of the purchase of land by us from the Llano Cooperative Colony at New Llano, Louisiana. Arlie Myers opened the discussion by stating that he was opposed to the purchase of any of this land chiefly because we had insufficient information about the Colony and about its stability —financial and otherwise. Several questions were asked and answered, and many members of Council spoke in favor of the project on the grounds that we owed it as a matter of a moral obligation to assist a cooperative enterprise such as New Llano. The suggestion that the matter be regarded as a request for a donation, in order to simplify the nature of the problem, was criticized on the grounds that the people of New Llano were not asking charity but were seeking to sell land in order to liquidate their debts. Those who favored the purchase of the land, did so on the grounds of a desire on our part to demonstrate that we were socially interested in an enterprise which in many respects is similar to our own. It was finally moved and seconded that we invest in the land offered for sale and a standing vote taken showed that there were 31 in favor, 12 opposed, and 5 undecided. It was agreed that this vote be considered final. The question of how much land we should buy was next discussed. In the light of our financial standing as revealed in Mr. Hapgood's and Kenneth Lucas' talk, it was stated that we could buy 100 acres or $500.00 worth of land without jeopardizing our own position in any degree. Some suggestions were put forward that we should buy a quarter section but these were rejected in favor of the 100 acres. It was moved and seconded that we purchase 100 acres of land from the Colony and that we wire the president of the organization to the effect that we would send him a check for $500.00 on Monday. This was carried unanimously.

Arlie Myers gave a report on behalf of the Needs Committee relating to the case of Mrs. Suzella Faulk. The details of Mrs. Faulk's status were known to practically each member of Council and, therefore, it was not necessary to discuss them. The committee recommended that she be paid the minimum salary of $22.00 a week and a special needs differential of $17.00 bringing up her total income to the same level as a married man in our employ with wife and three or more dependent children. This recommendation was accepted by unanimous vote.

The Salary Recommendations Committee reported that during the week it had discussed two people with a view to placing them on salary. First was Dorothy Clapp, an Antioch College student. The report stated that at this time the committee did not feel justified in recommending Dorothy for salary but expressed the hope that her experience in the past had helped her to understand her position here and that she would endeavor to adjust herself to life and work within this organization better than seemed to be the case now. The committee recommended she remain on wages for the time being. This was accepted.

The next was the case of Milburn Forth, also a student from Antioch. The committee reported that its investigation concerning Milburn showed that he was industrious and intelligent and he was very well liked by his associates in the plant. The committee had no criticism to offer in Milburn's case except to suggest that he might take a more active part in Council in future. The committee recommended he be placed on salary. This recommendation was accepted unanimously.

Wm. Hines, Sr., made a report for the Ventilation Committee concerning its efforts to solve a problem of bringing fresh air into the Kitchen and Capping Room. The committee had concluded that installing a new fan drawing air into the building would help solve the problem and recommended that this course be followed. Billy explained that he did not agree with the recommendation of the committee believing that

much more good could be gotten out of our present equipment if properly utilized. Arlie supported Billy's view.

Dr. Burckhardt was asked the question of whether he regarded the need for fresh air as being greater than the need of reducing the temperature. He replied that the need for fresh air was all important and that the temperature would take care of itself to a large measure if we brought in fresh air continuously. He suggested further that someone be given the task of checking up on the temperature of the Kitchen and Capping Room and that readings of temperature be taken outside and inside during a period of two weeks and that action should be taken on the basis of such readings. Arlie Myers reported that the engineers who had installed the fans now in operation maintained that they would work in such a way as to change the air in the Kitchen and Capping Room once every two minutes. Dr. Burckhardt replied that he thought such a performance satisfactory. He made a suggestion that we invite the Board of Health to give us some more information and statistical data concerning the requirements of the Kitchen and Capping Room. He agreed to call upon Dr. Morgan, director of the Board of Health, and see what could be done in the matter, after which he would report to the Ventilation Committee and they would work together on the problem. Because of these developments, the committee report was tabled for the present time.

Jack Evans reported upon the resignation of Louis E. Hosch who came to work with us two weeks ago. Hosch left us in order to take up a position with the Council for the Prevention of War. He expressed regret at leaving the organization, but felt he would be much happier with the new Council than he would be with us. His resignation was accepted with the comment that his quick change of mind indicated considerable instability of purpose. It was decided by unanimous vote not to pay Mr. Hosch the two week's salary in advance which the company pays to salaried workers leaving the company's employ.

The next matter of business was a series of comments by Mr. Hapgood in further explanation of his relationship to the Sales Department. He urged upon Council not to accept uncritically his judgment as to the selection of his sales assistant and if Council felt that there were any candidates who were likely to become more effective ultimately than those whom he had referred to, then it should not hesitate to suggest those names. He, in turn, would do his best to work with whatever person or persons Council chose. He stated, however, that he would find it very difficult to work directly with Cornell Hewson and stated that if Council wanted Mr. Hewson tried out further with a view to leadership in the Sales Department then he would ask that someone be placed to act as an intermediary between them.

He also suggested that a course in salesmanship be installed at the plant with the end in view that our salesmen, both present and future, might be better equipped to face the work which they have to undertake when they go on the road. It was his belief that he had not succeeded to any great degree in getting the salesmen to assume responsibilities which belong to that department, in spite of a very earnest desire on his part to have them share all such responsibilities with himself. He believed that further training of the salesmen now with us and those whom we might recruit in the future is very desirable and that the work of organizing such classes as would fall under this course be left to one person and that others participate in the instruction of such classes. He believed that we have people here capable of assisting in this matter, and intelligent discussions might be conducted upon such questions as, Our Relations with the Chain Stores, Market Trends, specific sales problems arising from the Columbia point of view, and Production Problems. He suggested that people like Bert Hines would be of assistance in teaching the salesmen some things about the make-up of soups, and others about other aspects of our business. With regard to the improvement in the salesman's ability to talk clearly and distinctly, and use fairly good grammar, he thought Mrs. Jack Evans could be of assistance in that direction. The need for regarding such a course and the work undertaken within it seriously is very great, indeed, and he expressed the belief that we should develop a seriousness with regard to educational and cultural subjects which shall be equally great with our regard for problems within the plant. Mr. Hapgood suggested that the work of organizing these classes be delegated to Dorothea NordHolt because of the position she now occupies in the Time Study Department and her relationship to the Sales Department. The discussion upon this subject showed that most of the people present were in favor of some kind of organization to cut down lost motion and help the Sales Department generally. It was agreed to

unanimously to give Dorothea NordHolt this responsibility.

Dr. Burckhardt was invited to speak and chose to say some things about the anti-cold serums which we propose to give to those employees who apply for them. Needless to say, Dr. Burckhardt thought it highly desirable for each one to have this serum treatment as a prevention against colds and consequently against more serious illnesses which, in the main, arise from colds.

Meeting adjourned at 10:00 P. M.

Regular C. C. Meeting, April 25

Chairman Ken Lucas. Attendance 41 men, 26 women, 6 visitors.

The meeting was called to order by Chairman Lucas in the new Council room at 7:00 P. M. and the minutes of the previous meeting were read, corrected and approved. The correction noted was in reference to ventilation of the Kitchen and Capping Departments. The minutes should read "if these two departments were enclosed a complete change of air could be made every two minutes with the present equipment."

The first order of business was a discussion of the possible granting of leaves of absence without pay in connection with regular vacations if such are requested. It is the usual practice to ask the general condition of business and, having that statement as a guide, to allow the various department heads to decide upon the granting of such requests in consultation with the superintendent of Production. The same practice is to be followed this year with caution urged in the matter in view of the heavy production anticipated after the regular vacation period.

Branching from this discussion the next matter presented was a request from the Bookkeeping department asking for a clearer interpretation of the rules governing the granting of vacations. There seemed to have been some misunderstanding of the exact meaning of the minutes on record covering this. General discussion of the proper basis of figuring vacations and the reasons for the allotments of time made was entered into. The rules on the book called for 1 week's vacation for salaried service of from 1 day to 8 months—2 weeks for from 8 months to 1 year, and 3 weeks for a full year or more.

After lengthy discussion it was moved and seconded that we grant vacation allowances on the basis of 1 week for salaried service of from 1 day to 4 months; 2 weeks for salaried service of 4 months and 1 day to 8 months; and 3 weeks for salaried service of over 8 months. Taken to a vote there were 3 opposed and the balance in favor. The opposed voters were given an opportunity to explain their votes, after which the ballot was considered final.

Following this a more detailed explanation of opposition was given which stressed the fact that while our chief emphasis in the past as reason for granting vacations was the need for physical rebuilding the chief use of such vacations to date had been spiritual rebuilding through relaxation and pleasure. The steps we have taken to care for the health of our employees during the last year reduces the need for such emphasis on the physical side since rest periods or leaves of absence with pay are given anyone in need of such treatment. In view of this phase of the Health program which now cares for some of the functions formerly delegated to vacations the service period necessary before vacation allowances are considered might logically be lengthened.

In face of this line or argument it was moved and seconded that we rescind the motion just passed. This was carried unanimously.

Next it was moved and seconded that we grant vacation allowances for salaried service on the following basis: for 4 full month's service—1 week, for 8 full month's service—2 weeks, for 1 year or more service—3 weeks; all such time to be figured back from June 1st each year. This motion was carried unanimously and will be used to figure vacation allowances for 1930.

Next an announcement was made by the chairman that recently two pocketbooks had been reported missing from the men's dressing room. Each of them had contained money and each was of some value in itself. Several persons spoke on the seriousness of such offenses and the lowness and yellowness of anyone who would stoop to such petty thieving. It was noted as especially reprehensible in a cooperative organization such as ours where we strive constantly toward the ideal of brotherhood and fair play! It was urged strongly that determined efforts be made to discover the offender and to stop this cheap pocket-picking at once.

A further report concerning the week's developments of the Llano Colony money raising campaign was given through the reading of several letters received from the Colony.

It was reported that the Colony had succeeded in raising all but $10,000 of the amount needed to clear their mortgage held by The Gulf Lumber Company by the required date May 1st. The expectation that a loan for that amount which the Colony had believed could be obtained through local banks in their community had not materialized. Those banks, evidently controlled by Oil interests, had refused the loan though securities to the amount of half million dollars had been offered by the Colony. Because of the possibility of oil being found on the land held the bankers seemed to be in league with some interests whose purpose was to see Llano fail to meet its obligations to The Gulf Lumber Company on May 1st and thus be forced to relinquish certain holdings at auction.

The question was "could we arrange to loan $10,000 to the Llano Colony for 6 months" provided we felt the cause a just one, worthy of our support, and their claims true?

After brief discussion, since most of the facts concerning the Colony's activities and purpose were known through previous presentation, it was moved and seconded that we send Ken Lucas to the Colony to investigate the situation and the securities offered. He would go prepared to carry through the transaction as he saw fit and with full authority from Council to act. This motion was carried unanimously and the following steps were proposed for him to follow:

1. To interview officials of The Gulf Lumber Company first.

2. To interview local bankers with the Colony director and attempt to persuade them to make the loan since it is their clear duty to do so if facts given prove true.

3. To make the loan through our company if needed and justified.

Ken was instructed to see our lawyer first to get any legal instruction necessary and then to proceed to New Llano, Louisiana at the earliest possible moment and to stay as long as need be. A night letter to the Colony director was to be sent apprising him of our decision.

The next matter of business was the question of the possibility of employing Arnold Hildebrand for service at our Paragon plant. Mr. Wm. H. Hines introduced this subject and explained the need for a man at Paragon who could look after things there in a general way, preparing for the tomato season, acting as a pulp house man during the season and clearing the premises after the season. Later this man could be used to contract tomato acreage for the next year and would live in the community and keep an eye on the premises. General handy man with some knowledge of farming and farmers seemed to be the desired requisites and Mr. Hildebrand seemed to possess these qualities. While he had worked at the Columbia Farm, over a period of about 5 years, he displayed certain very good qualities for such work. Mr. Hapgood, Jack Evans, Billy Hines and Bert Hines all vouched for that. However, he was known to be very much of an individualist and not very sympathetic towards some of the cooperative theories practiced by us. In addition he is between 50 and 55 years of age. On these latter counts there was some opposition to offering him a salaried position with us. It was explained that he really wanted to join our organization now and perhaps had learned some of the values of cooperation in recent years. Finally it was moved and seconded that we offer Mr. Hildebrand a salaried position with us subject to the usual medical examination. This was carried with 1 opposed.

It was moved and seconded that we refer the matter of setting his salary to the Needs committee for special investigation because of difference in living conditions at Paragon. This was carried. It was then moved and seconded that the Needs committee be given the authority to set the rate without recommendation to Council, due to need for some quickness of action on account of decisions Mr. Hildebrand must make in reference to his present work; and that Billy Hines be instructed to notify Mr. Hildebrand at the earliest possible time. This was agreed to unanimously. If our proposal is accepted Mr. Hildebrand may start work as soon as he passes the medical examination.

A sample chair was displayed for approval next. It was proposed that we purchase chairs like it for our new Council room if we approved it. It was moved and seconded that the Purchase department be instructed to purchase 100 chairs like the sample shown for the Council room. This was carried unanimously.

Mention was made of the forthcoming Intercollegiate Conference which is to be held at Cincinnati, Ohio, the week-end of May 10th. Two of our Antioch students, Charlotte Corbett and Mather Eliot, had expressed a desire to attend this conference and to represent our company while doing so. It was suggested that we extend to them that privilege. It was agreed to by unanimous consent to allow these two students to represent us at this conference.

The meeting stood adjourned at 9:45 P. M.

Regular C. C. Meeting, May 2

Chairman Ken Lucas. Attendance 42 men, 21 women, 7 visitors.

Minutes of the previous meeting were read and approved.

The first order of business was a complete and detailed report by Ken Lucas on his visit to Llano Colony.

He prefaced his report about the Colony with the business details connected with the trip. The loan of $10,000 had been made by us and in return a mortgage had been given us on a portion of the Colony property for 6 months. This mortgage was given us unasked since Ken's impression of the value of the holdings of the Colony, and the sincerity of the Colonists, was such that he would have made the loan for us on open account. The papers had been duly drawn up, however, and were now in our possession. It was for Council decision whether we cared to change the basis of the loan to open account and, if so, to ask the Colonists to accept the change. The matter of how the expense of the trip should be paid was also for Council decision. The Colonists had offered to pay this account but Ken had told them to await our decision on the matter.

Having completed the financial details involved Ken gave a graphic review of his impressions of the Colony and its activities. Because of its social interest a fairly comprehensive history of this is herewith included in these minutes.

The Llano Cooperative Colony was established in 1914 in California by Job Harriman and others, and moved in 1917 to Louisiana where it located near Leesville. It is an effort to put into practical operation the dreams of those who believe thoroughly in the principles of cooperation.

The plan is simple and effective. All lands, buildings, enterprises, implements, livestock, machinery, industries, farmlands, amusement places, and all accrued values are owned by the community as a whole.

In order to make this possible under the ordinary laws, it has been necessary to incorporate in such a manner that no one can get control through stock manipulation; and so the rights of all shall be thoroughly safeguarded. Sixteen years of experience have shown that this has been fully accomplished.

The method of operation is simple. There is a Board of Directors selected by the resident membership which is legally and otherwise responsible for the management of the Llano Cooperative Colony. There is a general manager selected by the Board. There are foremen of departments. All members control the Colony which employs them.

There are no departures from the general corporation system of management, except that the members control and benefit, instead of having outside stockholders do this. This is a fundamental difference, because the Colonists own all they produce.

There is no rent, no profit and no interest within the Colony. Houses are owned by the Colony, members occupying them as long as they wish without paying rent. Goods are distributed at cost, of course, as there could be no object in adding a profit.

No wages are paid. The Colony is conducted as a family usually is, all working together, all sharing alike the fruit of the labor of all. All are required to work; there are no drones nor idlers, none living from "investments." It is a fundamental of the Colony plan that all must perform some useful services if they are to live in the Colony. There are no exceptions to this rule.

The Colony is thoroughly democratic, yet this democracy is based on a general interest and on knowledge, not merely guesses. This democracy is of control rather than of operation, which permits a degree of efficiency not possible where it takes the form of interference.

The Colony methods have been built up after many experiments and after making many mistakes. It has paid dearly for its education and has yet to learn much of the technique of cooperation.

Yet it is without a jail, a church, a preacher, a prostitute, a bootlegger, a peace officer. It has neither crime nor criminals. It has no idlers, no profiteering from vice or human weaknesses. It is a sober, industrious, thriving community, in which all work, and where all are on economic equality.

It has its theater, dance hall, swimming pool and other sources of amusements. It has a school system which is unique and highly successful, in which students are taught useful labor, as well as the things which are learned in schools. It is the nucleus of a new sys-

tem of education as well as one in which the joy of life is found in giving service, not in trying to amass wealth. The Llano Cooperative College offers an education for every member of the family, from the kindergarten through the grades, high school and college.

Llano Colonists collectively own and operate their own theater, printing establishment, printing three publications; a saw-mill, shingle mill and planing mill with cabinet shop; garage and wagon making and repair shop; machine shop and blacksmith shop; constructing department building houses and commercial buildings; brick making plant; painting department with decorating, sign painting and lettering, architectural designing and drafting, with machine designs and surveying; steam power plant and electric plant; telephone system; steam laundry; business office with complete equipment; general farming, including dairy, rice farm, vegetable gardens, orchards; hogs, horses and mules; trucks and tractors and wagons; shoe making and repairing; sewing room for making overalls and shirts and some other work; bakery and candy making; kindergarten; hospital; crate making; store and other enterprises and institutions.

They own 16,000 acres of land including 1200 acres of hardwood and pine timber. This is on high ground free from malaria swamps.

Mr. George T. Pickett is the present General Manager for the Colony and has been with the group through the past 14 years. In order to sketch briefly the high type of character of this man who has given, and is giving, so generously of his time and energy in this enterprise Ken remarked, "He gladly relinquished a highly responsible and remunerative position in the world of business to undertake the more humanly interesting and socially valuable task of helping the Llano Colonists to realize their vision."

The story was full of human interest factors which cannot all be included here. A few such details will have to suffice. A blind mechanic, totally without the use of sight, works on automobile parts and engines and does excellent repairing on intricate mechanical jobs. The children all go to school 6 hours a day and work 2 hours each day except Sunday. The adults all work 8 hours each day. There are vacation periods. Marriages are not restricted within Colony memberships and each couple is provided with a furnished home when they are married. Old people are fully protected and cared for when they are no longer able to work. The fact of no churches in the Colony does not exclude religious meetings, any groups may use the community hall at any time for services of whatever kind they desire.

There is oil in the vicinity and oil on the holdings of the Colony, but no wells are dug and no pumping of oil on Colony land is contemplated in the immediate future. In order to go completely around the 1600 acres of land owned by the Colony one would have to travel 80 miles. Several products are grown and manufactured by the Colony which might serve as commodities for us since we use similar goods here. Included in the raw products are Blue Rose Rice, Baby Lima Beans and Pinto Beans. Tomato hampers like those used by us are manufactured at the Colony. It was mentioned that we might later work out some arrangement for the purchase of some of these goods from the Colony.

After the conclusion of Ken's story many questions about the Colony were asked and answered. Ken stated that it would be fine if some of our people would go to Llano to spend their vacations and the Colonists would be glad to welcome any of us at any time. Mr. Pickett may pay us a visit here sometime this summer and if he does we will hear some more about the activities of the Colonists.

In the matter of travelling expenses incurred by Ken's trip to New Llano, La. (which amounted to $98.41) little discussion was forthcoming. It was moved and seconded that these expenses be borne by us and the motion was carried unanimously.

The business details, as reported by Ken, were approved with the exception of our holding a mortgage for the loan. After some discussion, in which the chief factor was consideration of the ethics of accepting such security from a group of people who seemed sincerely interested in working cooperatively toward the same goal of better human relationships in Society as we are, it was moved and seconded that we cancel the mortgage given us and accept in exchange a note on open account. This was carried unanimously. Instruction of Council was to ask the Colony to accept this decision and explain our reasons for making it.

The next order of business was a report from the Special Needs committee made by Dorothea NordHolt, temporary chairman. In accordance with Council's instructions at the last meeting an investigation had been made of living ex-

penses at Paragon in order that a salary rate might be set for Arnold Hildebrand (accepted for a salaried position at the Paragon plant last week). Wm. H. Hines and the chairman pro tem. had gone to Paragon on Monday and interrogated a number of the residents there on various items in cost of living. The chief differences noted were in rent, and telephone, and some few food items (i. e. eggs, chickens, milk and fresh vegetables) and these were less than Indianapolis rates, especially if one cared to keep chickens and a cow and grow garden produce which was possible since nearly all the village homes had extra ground attached which might be used for some, or all, of these purposes.

Clothes, heat, light and fire insurance were about the same in price as our rates here would average except insurance which was higher due to no fire protection. Living in a small village community might make the item of clothes run a little less. Amusements were not available at Paragon, if one wanted paid entertainment it was necessary to go to Martinsville, 9 miles away, or to Bloomington or to Indianapolis.

Facts and figures had been reported to the committee and Mr. Hapgood had served in place of Jack Evans while Billy Hines replaced Arlie Myers in their absence from the city. Full discussion was entertained on all available factors involved since the committee was charged with the setting of the rate without recommendation to Council, and because it would mean setting a precedent for further rates at the Paragon plant.

After a survey of the facts it was agreed by the committee to set the Paragon salary rate at ¼ less than the Indianapolis rate on all three schedules (1) the minimum salary, (2) the marriage differential and (3) the child allowance.

Mr. Hildebrand, when notified of the proposed salary rate, had accepted, had taken the medical examination and been passed, and would move to Paragon and start work as soon as he could arrange to, which would be within the next few days.

Council accepted this report and approved the rate set.

The next order of business was a report from the Stock Purchasing committee by Dorothea NordHolt, chairman pro tem. Howard Morris had come to the plant on Monday, April 28, and asked that the company buy back some Preferred Stock he held since he needed the money immediately to meet expenses for purchase of a cemetery lot, and would need more very shortly for expected funeral expenses. He had to have $70.00 that afternoon, and the balance very soon since the death of his mother was expected momentarily. He held a total of $270 worth of stock, one certificate calling for $129. For the emergency purchase of the cemetery lot the committee decided to grant, on its own authority, the $129.00 certificate exchange. However, it was the agreement of the committee that the balance of stock held ($141) be purchased when the further emergency arises and not until then. This latter was in the form of a recommendation to Council, the former was report on action already taken.

Council accepted the report on the purchase and approved it as an emergency act. There was some disagreement about the recommendation for further purchase. After some discussion it was moved and seconded that we grant the next request (as recommended) for sale of stock to the company which Morris may make. This was carried with one opposing vote.

No report was ready from the committee on Ventilation.

The Health committee report, made by Miss Franz, mentioned recent operations performed for John Thomas and Mrs. Albert Armstrong. Mrs. Irving Anderson is at the hospital under treatment. The children of Joe Humble were to have tonsil operations next week. Davis Milner has been transferred to the Printing department where light work can be provided for him. All the patients on the sick list seem to be getting along nicely.

Albert Hines reported on a request from Ruth Hutchinson to be allowed to spend the last week of her present work period at school doing some special research work in chemistry. Ruth wants to study causes for Swellers etc. and wants to use Columbia goods in an effort to find and remove some of these factors. Whatever information she discovers will be shared with our production department. It was moved and seconded that we grant Ruth Hutchinson's request for this week's study at our expense. This was carried unanimously and without discussion.

The report on the Laundry check-up was not quite ready but probably will be ready for the next meeting.

A brief summary of the week's report on the Publicity program, submitted by Mr. Pinchon through his weekly letter to Council, was given by the secretary. It was announced that all the salesmen would be at the plant next week for a sales meeting and that Mr. Pinchon would come from Los Angeles for a brief visit at the plant, arriving next Wednesday in order to be here for part of the sales meetings. A first hand report on his publicity program and plans will be given at our next council meeting.

The visitors of the evening were welcomed by the chairman and invited to return whenever they cared to. Among these it was nice to have Mrs. Hapgood with us again after quite a period of absence and we hope she will visit us often.

The meeting stood adjourned at 9:30 P. M.

"Hello! What's your rush?"

"I want to catch the 5:30 train."

"But you've got half an hour."

"That's true, but I have to count upon being held up on my way to the station by three or four saps who want to know what's my rush."

Mrs. Talker: "Henry, you were talking in your sleep last night."

Mr.: "Oh, was I? Sorry to have interrupted you."

A NEW CALENDAR!

The International Fixed Calendar League estimates that we waste thirty million dollars every year in the United States alone, because of our present calendar. This is spent by business houses in searching for and referring to calendars, and in drafting and printing such terms as "the Tuesday after the first Monday," etc.

It is stated that the proposed thirteen-month year will prevent great economic loss, and solve many a difficult problem. This fixed calendar of thirteen months has been given serious consideration on the part of the League of Nations, the International Chamber of Commerce, the United States Champer of Commerce, and many lesser organizations.

The revised calendar not only includes a year of 13 months, but every month is to have exactly 28 days. Every month will start on Sunday and end on Saturday. Wall calendars and desk calendars may become unnecessary, for every month will be exactly like every other one. If calendars are printed at all, they will have but one sheet, instead of twelve. The first of the month will always fall on Sunday, the tenth on Tuesday, the thirteenth on Friday, the fifteenth on Sunday, and the twenty-eighth on Saturday. Easter Day will always be celebrated on April 15, Whitsunday on June 8, and Christmas, New Year's Day and many public holidays will fall on Monday.

The advantages to business will be numerous. Every month will be exactly as long as every other one, and every week will be an exact quarter of a month. The economic saving in computing wages, rents, interest and expenses will be enormous. Pay days would always fall upon the same day of the week, and the average man will receive his pay envelope 26 times a year instead of 24.

If the new calendar is adopted, notes, accounts, and drafts would never come due on Sunday. All holidays would fall on the same day of the week, year after year. Fractions of weeks, and months that vary from 28 to 31 days, would be eliminated. There would be a more frequent turnover of money, resulting in a gain to business estimated at seven billions of dollars a year. Graphs and statistical tables would be accurate, for under the present system, with some months 10 per cent. shorter than others, statistical tables are not properly comparable.

These are but a few of some 21 advantages urged by the various organizations sponsoring the thirteen-month year.

FROM BOOKS AND THE PRESS

No wrong can live long—if we all discuss it. If truth is weaker than error, then God Almighty or Nature has made a tragic mistake—and the struggle for justice is ridiculous. If truth is stronger than error, then the workers can conquer with the civilized cannon, the printing press.—George R. Kirkpatrick.

If you do not say a thing in an irritating way, you may just as well not say it at all, since nobody will trouble themselves about anything which does not trouble them.—Bernard Shaw.

The only way by which the community can avoid being enslaved to the capitalists is the collective ownership of capital by the community as advocated by Socialism.—Bertrand Russell.

It is useless to go on rearing children in wretched homes and giving them a half-baked education; yet that is what the working classes have had to put up with for centuries.—Lady Warwick.

Every social system changes ceaselessly, and ultimately, having fulfil'ed its mission, passes away. Capitalism is the connecting link between Feudalism and Socialism. The industrial forces are now making for Socialism, preparing the way for it, and sooner or later it is sure to come.—Eugene V. Debs.

Coal, iron, steel and oil, instead of contributing to the good of a'l mankind, have become under the existing industrial system, giants and ogres menacing the world with strife and evil.—Margaret Bondfield.

The only practical alternative to monopoly exploitation is a democratic public ownership in industry, and that is the programme of the Labor Movement.—W. Graham, British Labor Minister.

The question of education is for the modern world a question of life or death, a question on which depends the future. —Ruskin.

Full opportunity for full development is the unalienable right of all. He who denies it is a tyrant; he who does not demand it is a coward; he who is indifferent to it is a slave; he who does not desire it is dead. The earth for all the people—that is the demand.—Eugene V. Debs.

Man must either labor or perish. Nature gives us absolutely nothing gratis; we must win it by toil of some sort or degree.—Wm. Morris.

My experience in universities and educational work leads me to fear that the average man finds thought painful.—Thomas C. Desmond.

In the class struggle the workers must unite and fight together as one on both economic and political fields.—Eugene V. Debs.

Every absurdity has a champion to defend it.—Goldsmith.

That the conduct of individuals is determined largely by the conditions under which they live is as well established as any axiom of political science.—J. Allen Smith.

Porter: "Miss, yo' train coming?"

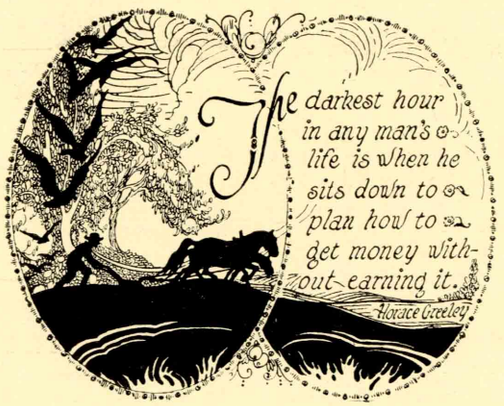
Passenger: "My man, why do you say 'your train' when you know that the train belongs to the company?"

Porter: "Dunno, miss. Why do yo' say 'mah man' when yo' knows Ah belong to mah wife?"

Tommy was meandering homeward much later than his usual supper time. A friend of the family who happened to meet him said:

"Why, Tommy, aren't you afraid you'll be late for supper?"

"Nope," replied Tommy, "I've got the meat."


The darkest hour in any man's life is when he sits down to plan how to get money without earning it.
Horace Greeley

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 4 **JUNE, 1930** **No. 5**

MARTHA STADER
Label Room
The Columbia Conserve Company

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INDIANAPOLIS

And what is so rare as a day in June?
Then, if ever, come perfect days,
And Heaven tries Earth if it be in tune,
And over it softly her warm ear lays.

—*Lowell.*

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

FOR THE CAULDRON

To one acquainted with the Columbia Conserve Company and its plan, its significance will depend upon his own personal interests. Enlightened employers will be deeply interested in it to learn how labor may be well treated. Labor union members should see in it a fruitful future for themselves and members of their own class. By observing it closely the professional classes may see ways and means of having their conditions of work significantly modified.

The individuals most to be affected by this type of industry will be those who control capital.

The Columbia Conserve Company is not built upon any one theory, but it has developed out of an attempt on the part of employers to properly regard the conditions of all people within the concern. It is beyond doubt that the ideas associated with political democracy since the seventeenth century down to the present time have played an important part in the launching and developing of this experiment. The break-up of the old feudal system gave freedom to the individual in all the civilized communities of the world but by this very act industry and government in our own day have become controlled by a few powerful persons. In this way the conditions of medieval times, insofar as industry is concerned, have been reversed, for in the latter production and distribution were controlled by institutional guilds run by the joint efforts of masters, journeymen and apprentices. Modern industry, on the other hand, is dominated by the masters alone; this, of course, causes considerable unrest among the laborers.

In one way the Columbia Conserve Company resembles the medieval guilds, for all who are engaged within the concern co-operate in its government; the capitalist merges into the group. In miniature the class of privilege, which Marx berated, is gradually shorn of power in a rather painless way, and the business is conducted by the co-operative efforts of all within it.

If we could divide history into two periods, it would be appropriate to state that the past is the day of privilege and the future is to be the day of co-operation. The transformation from privilege to equality is in actual process at the present time and it expresses itself in various ways. The mode of procedure followed by the Columbia Conserve Company is only one in many. If, however, it were followed by any considerable number of powerful organizations and, most certainly, if it became general, we can foretell some interesting social results.

The logic of such a change as has taken place within the Columbia Conserve Company implies first of all the gradual elimination of the rich and powerful individual who now dominates the field of industry. As this process goes ahead, there must be a tightening up of the avenues of investment, and where the industrial process does not complete the task an inheritance tax applied by the state would relieve the next generation of the whole problem. This, in turn, would change entirely the character of our present stock market. There would be few stocks of any kind for sale, as resident stockholders within industry would be the order of the day; buying on margin, with all that that implies, would be unthinkable; and banking firms would be forced to form syndicates to assist each other financially and change the present situation where industry experiences an embarrassing dependence upon financial institutions. Already the progress of the Columbia Conserve Company demonstrates that its methods contribute in a material way towards the solution of business depressions. Salesmanship is not designed to overcome the

normal resistance of the consumer nor to press unnecessary goods at points where they are not required; it is rather a matter of estimating carefully how best to transfer the products of the manufacturer to institutions that will take them finally to their destination without exercising any pressure upon either distributors or consumers. Rush orders are almost entirely ignored and plans are made so that production may run at an even keel for twelve months of the year. Doing this enables the company to order its work and pay its members each week for the entire year, thus giving the public a steady income which means constant and regular purchasing power. The installation of insurance schemes and a comprehensive health program dejeopardizes the life of the worker. Unemployment, and the fear of it, with the evil consequences—mental and physical —which blight the life of the average worker in modern society, and the holocaust of no income due to illness has gone. Even expenditures connected with the illnesses of dependents are no longer faced by individual members of the firm, instead they become a social responsibility.

Obviously this plan has much to commend it to those who are not directly engaged in industry. It should appeal with particular force to those engaged in agriculture. A steady, assured income to the industrial worker would mean a certain and brisk market for agricultural products. Indeed, agriculture itself might be run upon a co-operative plan similar to the one described above. The co-operative idea would perforce become inter-institutional. Experiences gained by one concern should and would be gladly given to another. Such conduct would be paid in social esteem. Under such a system the cost of products would be reduced by the elimination of the patent and copyright system. This system is a means by which great individual control of industry in the past has been developed and maintained, and that is true of industry today.

In such a situation political democracy should be very much more feasible than at present, for no single individual or small group of individuals could command enough power to write tariffs and manipulate the government. Industry through democratic control would have the power to direct itself and write its own destiny. Within it no single powerful magnet would be found. Socialized industry would demand that the policies of government be broad, liberal and far-seeing. The Augean stable of politics might be cleansed.

Great projects beyond the power of a local concern to control and operate could be launched by the government. At first this would be done only where socialized capital would find the task too great. When the government had accomplished the building of an organization for industrial purposes, it could sell its holdings to the members engaged in that particular industry.

Industry, if run to meet the needs of society, would, of necessity, have to regard with care the attitude of men and women, industrial workers and others, in other countries. Our present commercial rivalries and international competition giving rise to conflict between the nations of the world would become non-existent. The problems left unsolved by our present system of industry and government and those arising in the field of international politics in the future would be subject to adjudication, and international law would be codified by a swifter moving process. As in government, so in religion. No single individual is or ought to be influential enough in a congregation, due to material possessions, to sway the policy of that institution against the intelligent and critical opinion of its members. The ministry would need to rise to the highest intellectual plane, and more, it would be untrammeled in its expression concerning all things.

The public school system likewise would become less subject to the politics which spring from a situation where the autocratic control of industry dominates the outlook and warps the mind of the average citizen.

Under these circumstances our higher educational institutions would not cease their program of training in the practical arts, but the demand of students would not be to learn to create material acquisitions, but their future would depend most significantly upon their power to contribute to social well-being. That alone would be a stimulus to the development of their intellects. Colleges and universities would be controlled by academic interests and the development of intelligent, resourceful and affable personalities would then be a supreme need for the most promising future.

The practice of medicine would be socialized. The health of all people employed and of their dependents would be taken care of by doctors institutionally employed. In fact they would be a part of the staff of a business enterprise in just the same way as an engineer or mechanic is part of such a concern.

Hospitals would be in a genuine sense social institutions and would be administered as such. Private practice on the part of doctors and nurses would become the exception rather than the rule for health, rather than income, would be the primary concern of such professional men and women.

Lawyers would also be largely employed by institutions and whilst private practice by the individual lawyers would not cease, it would diminish in importance, but it is probable that it would be more common than in the case of the private practice doctor.

Would this scheme take away the mainspring of society? The individual ambition for acquisition would be eliminated, but people would realize more in life than the mere acquisition of things. They would connect themselves with institutions performing work that would be to their liking. They would feel themselves harnessed to a social force of which they would form a part. This would give them a broad outlook on life. Their vision and their interests would be stimulated and in many cases it would take in the whole arena of life itself.

The fine arts and the intellectual development of men and women would assume a more and more important place in the scheme of things. Men would no longer work to live or live simply to perform work; instead men would seek at all times to live a rounded and complete life and to live it more abundantly and more fully. W. S.

An appropriation of $250,000,000 to aid state unemployment insurance in the present industrial depression is asked by Professor John Dewey, president of the People's Lobby, in a recent letter to President Hoover. Dewey points out that the states and the federal government should share equally a half-billion expenditure to maintain the 3,000,000 to 5,000,000 breadwinners now unemployed, and their dependents, until they can again earn wages.

"Has my boy," wrote the proud parent, "a natural bent in any one direction?"

"He has," replied the teacher. "He gives every indication of being a captain of industry some day. He gets the other boys to do all his work for him."

Lady: "Why don't you go to work if you are hungry?"

Hobo Harry: "I tried that once an' it only made me hungrier."

EDITORIAL

There is no greater economic tragedy than that with which we have become familiar under the title of Unemployment.

The existence, within the boundaries of a civilized community, of a great mass of able-bodied men and women all willing to work and anxious to do so but completely unable to gratify their desire is a sight which must arouse the most indifferent and most insensitive to a realization that things are fundamentally out of place in present-day society.

The fact of mass unemployment is evidence of the tremendous distance which separates us from our forebears, who lived in a simple, almost rude society wherein all who would live would perforce have to labor.

The chief feature of our own society is its great complexity and again the fact that virtually the term "Society" covers not one nation but the whole world.

The evolution of the physical sciences has wrought wonders, both materially and socially, and the greatest of these wonders is the tremendous power which man now enjoys over nature in all her many aspects.

Man has burrowed into the bowels of the earth, flown high in the air, transmitted light across wide continents, explored the beds of oceans and fashioned a million instruments to serve his purposes.

Yet, man suffers from a thousands ills. These ills are almost exclusively social in character, and chief among them is his inability to find continuous, steady, year'-round work for himself.

On the surface this seems an absurdly simple problem. It would have been in the days of our grandfathers.

Today we live in a different age and most certainly in a different situation. The complexity of our mechanical and, consequently, our social arrangements makes our problem infinitely more difficult than it could have been even fifty years ago.

Like our other problems we have it to solve, and difficult though it is it is inconceivable that human ingenuity, which has overcome a million formidable obstacles and conquered a million mammoth problems, will not prove equal to this great task.

The problem, we have said, is one of our major social problems, and a solu-

tion of it must therefore be social in character too.

The appearance and growth of mass unemployment—technological and otherwise—are phenomena inextricably bound up with our present profit-making system of industry and the social order to which this gives rise. A genuine solution of the problem implies radical modification in the operation of our profit-making machinery and momentous changes in the set-up of our social relationships.

Neglect of the problem by intellectuals and others is due not to their lack of desire to remedy the situation or to finally wipe out what has been called "the greatest blot on our capitalist civilization," but rather is it due to the conservatism of these people and to the fact that they fear that any attempt at genuine social reorganization is fraught with great dangers to themselves and others.

Their fears are irrational, and if they sincerely desire to "wipe out" unemployment they will have to overcome them.

No new departure can be successfully undertaken by men and women in any field unless hesitation and fear be removed at the outset, and no solution can be found to man's problems unless he begins with the belief that "it can be done." The policy which sets out with a number of timid reservations hedged around it is doomed to but mediocre success or complete failure.

Unemployment is a pressing and gigantic problem; it calls for an urgent and certain remedy. The way to approach it is for all concerned to shed petty prejudice and hallowed tradition, to set aside the impediment of fear of this or that, and to tackle the job with resolution and courage, even though doing the latter leads us into the most strange and unexpected paths.

Whatever results arise from such a display of constructive thinking and acting—they cannot place us in any more difficult situation than that which faces us now, and the chances are many to one that we shall end by being infinitely better situated in every respect.

The little daughter of a well-known laryngologist had been praying for some time for a baby brother. Finally one night, becoming impatient, she said, "Dear Lord, please hurry up with that baby brother; you needn't stop to finish him 'cause he'll have to have his adenoids and tonsils out anyway."

WOMEN WAGE EARNERS

An address on "Women Wage Earners and Their Responsibilities to Home and Family," by Mary Anderson, director of the Women's Bureau of the United States Department of Labor, was broadcasted over the Columbia Broadcasting System, May 5, 1930, under the auspices of the National Council of Women. This was one of a series of addresses which will be given each Monday afternoon during a period of several weeks for the purpose of bringing to the attention of women matters of particular interest to them. Miss Anderson said, in part:

"A score of years ago we used to have dinned constantly into our ears the Victorian slogan, 'Woman's place is in the home.' Now, however, it seems woman's place is everywhere. The 1920 census showed that of the 572 listed occupations women were found in all but 35. The new census may reveal that women have invaded even these last strongholds. . . .

"The variety of elements composing this vast army of working women adds greatly to the complexity of the problems confronting the bureau. In the ranks of the wage earners are found young girls, middle-aged and even elderly women; married, widowed and divorced women; Negro and foreign-born workers, each type with its own set of problems requiring attention and solution. There are women who support not only themselves, but dependents as well, those who must enact the double role of homemaker and wage earner, or even carry a triple burden with the addition of motherhood.

"There were nearly two million girls under 20, working for pay in the United States in 1920. Doubtless there are even more today. The great majority of these young workers seek a job in order to earn a living. Many of them must contribute also to the support of others, and in some instances serve as the family mainstay. Therefore, the theory that girls who live at home can get along on very low wages is not only wrong, but vicious. When the employed girl is spending her time and energy in work that fails to give her a livelihood, she becomes a liability to the family instead of the financial asset which is so often needed. One of the challenging questions of the day is: Why should the family of a working girl be expected to subsidize the industry or business in which she is employed?

"At the other end of the scale are the older women workers whose problems have become extremely acute in this machine civilization, when more and more emphasis is being laid on youth and speed. The age at which workers are being scrapped is gradually creeping lower and lower, and many women of 45 or even younger are finding themselves stripped of their job and their independence. In such cases, women still active and capable are faced with the humiliation and distress of becoming burdens on their families or on society. This is through no fault of their own, but through wage standards too low to permit savings for old age and through lack of pension systems. Another question challenging our present economic order is: How can we prevent such waste of able-bodied, willing workers?

"Many of these women in their younger days have drawn heavily on their earnings to provide for dependents. The family responsibilities of single women wage earners are in general much heavier than society has been accustomed to recognize. Some women forego marriage for the sake of a career, but in more cases daughters remain at home because of the needs of parents or younger brothers and sisters. Studies by the Women's Bureau show that contributions from daughters to the parental home are greater than those of sons. The dependents of men are more often those acquired through choice and marriage and are largely members of the younger generation. The dependents of single women are in most cases acquired through necessity and heritage and belong to the older generation.

"The home and family responsibilities of widowed, deserted and divorced women are frequently heavier than those of other types. These women must be both fathers and mothers to their children." The public is coming to understand their need for "bread-winning activities and less chary of opening up opportunities for them.

"On the other hand, the problems of married women wage earners are particularly acute because of the prejudice existing in so many quarters against their employment. Protests are made on the basis that married women who have husbands to support them, take jobs from men and single women. The Women's Bureau investigations in these fields reveal, however, that the great majority of these married women have sought paid jobs because of financial need and not from desire for a career or to escape household drudgery. They have become breadwinners because of the husband's insufficient or irregular earnings or because of his unemployment, illness, or inability to provide for the family. . . .

"The average woman wage earner, despite her economic responsibilities and contributions to home and family, does not receive equal pay for work equal in quantity and quality to that of men. Moreover, women as a group are not so well organized as are men and have a daily work schedule in excess of eight hours to a much greater extent than do men. Since women are producers not only of economic goods, but of future citizens, since they render such valuable service to industry, to the home, to the community and to the nation, it is imperative that their position as wage workers be alleviated through fair pay, the short work day and employment conditions making for health, comfort and efficiency. Whatever conserves the energy and vitality of women, promotes the welfare and advancement of the race."

UNITED STATES LEADING IN UNEMPLOYMENT

The seriousness of the unemployment situation in the United States in the last year or two is emphasized by a comparison of unemployment in different countries made by Leifur Magnusson, Director of the Washington Branch of the International Labor Office. "During the years 1928 and 1929," he says, "the proportion unemployed in the United States was considerably higher than in Great Britain, Germany, Netherlands, Belgium and France.

"There have been approximately one and a third million unemployed in Great Britain for the last five years. This represents about 3.0 per cent. of the British population for the last five years. The Secretary of Labor estimated the number of unemployed in the United States at 3,000,000. (Other estimates have placed the number unemployed at a much higher figure.—Ed.) This means there is now as much unemployment in the United States as in Great Britain, as the population of the United States is about three times that of Great Britain. The German unemployed form about 3.9 per cent. of their total population, somewhat higher than the unemployed in the United States in relation to the population of the country."

TWENTIETH CENTURY FREEDOM

America is the home of political freedom. The founders of the Republic were ever alert to the importance and significance of guaranteeing to human beings the maximum of freedom consistent with social well-being.

In the sixties of the last century America went through the agony and pain of a Civil War so that a subject race might be emancipated; and twelve years ago America waged war so that autocracy and militarism might be frustrated and thwarted in their evil designs.

The reputation of the United States among the nations of the world is one of high standing, one of which every citizen may be justly proud. It is one founded upon the belief that, as a people, Americans are prompted, in their intercourse with each other and with people beyond their own border, by the noblest purposes and highest ideals; that to Americans the good of a people, individually and collectively, is a matter of the deepest concern at all times; and that considerations human in character are ever uppermost in the American mind.

One reason for this reputation is to be found in the fact that America is prodigously wealthy and has, as a consequence, been able to disperse the material comforts and necessities of life with a lavish hand to all and sundry. The capitalist in America has become rich beyond the dreams of avarice; the worker has enjoyed a high standard of living. The professional man has reached a station in early life where he is comfortably situated, and even the farmer has his fill as a reward of his arduous labors.

Is there anything wrong in a country where the foregoing is substantially true? Are there any places on this wide continent into which the sun of prosperity does not penetrate? The answer is "Yes"! There are many such places, and they cry to high heaven for relief from a distress which is iniquitous and painful—iniquitous because such distress comes not from the niggardliness of nature, but from the viciousness and shortsightedness of man; painful because, like all distress, it takes its toll in human suffering, both mental and physical, and inflicts this suffering upon young and old, strong and weak alike.

One such place is to be found in those wide areas in the bituminous coal fields of Pennsylvania and West Virginia, and possibly in Keentucky, Alabama and Tennessee.

The miners of the above named areas are today living in a state of subjection and misery but little removed from the status in which the negroes of the first half of the last century found themselves, and, tragedy of tragedies, few if any of our influential people say one word in protest against this situation.

The mining camps of central Pennsylvania present a sorry picture of the subjection of a once proud and independent people, a picture of American citizens shorn of all rights and privileges which belong to the people and are guaranteed them by the constitution.

These mining towns are the most ugly assortment of human habitations upon which the eye can ever alight. The scene is ever the same. A canvas of the dullest gray would meet the eye if an artist depicted this scene in colors.

The towns are located chiefly on mountain slopes and occasionally in a ravine or little valley. The houses are of frame and usually have three rooms to each side of a double. Windows admit but little light, for glass has given way to cloth or brattice and doorways gape wide open or are filled by shaky and rickety doors.

The streets are usually narrow with two deep ruts running through the center and a gutter on either side.

The village may have its church; most certainly it has its pool room, and, of course, a rude shanty serves for a schoolroom.

The town will usually find itself next to the mine shaft and close to the rubbish heaps where cinders, ashes and rock are dumped during working hours.

The steam, smoke and fumes from adjoining engines, boilers and ash tips are carried with each passing wind, so that the women folk have often to wash their scanty linen twice and thrice over.

The population of these coal towns may betoken to some the great hope of the future—the hope that some day men and women of all nationalities and races may find it possible to live fairly amicably together, for here negroes and whites, Mexicans and Gringoes, Italians and Hungarians, Poles and Czecho-Slovakians are indiscriminately mixed together; to others it will suggest the very depth of degeneration—at least insofar as the whites are concerned—because of this mixing of races regardless of color.

The conversations one hears in the streets of these towns is an endless babble in Polish, Italian, German or even Syrian. When one hears English spoken it is usually defective and broken and

consequently hard, sometimes impossible, to understand.

One of the chief centers in such a town is the grocery or general store. It is usually located at a strategic point within the confines of the town and often serves as a focal point for informal social gatherings.

The store is always owned by the coal company although its name may suggest the opposite. The law forbids the ownership and control of a merchandising unit by the coal operators; therefore, the Blaydon Coal Company names its store "The Miners' Supply Company Store" or "The Mutual Trading Company," and the casual visitor gains the impression that the store has naught to do with the coal company. These stores are managed by one of the company's trusted servants, and within his field he rules with a despotic hand. The store manager is responsible only to the operators who employ him, and so long as he runs his store at great profit then no ill is likely to befall him.

He determines the quality as well as the variety of the goods he has in stock, and most certainly he determines the prices at which these goods are sold. Generally speaking, his philosophy is that he should charge for everything as much as "the traffic can bear." The only reason he reduces prices occasionally is that certain articles do not move quickly enough at their original price. Consequently he puts on a special—once in a great while.

The store resembles a public utility in that within a given area no other store is allowed to exist; therefore, it is completely sheltered from all effective competition. Moreover, the store is assured of its customers, for one of the main features of the agreement between the operators and the miners is that the latter agree to accept 50, 60 or 75 per cent. of their earnings in the form of script or vouchers exchangeable only at the store.

The store grants no credit to anyone, and in this respect the manager is very careful indeed, especially when the mine happens to be working short time. On the counter of each store is a list which the clerks consult consistently. If one is curious one will find that this list shows the earnings of each miner for the day before, and as a miner's wife shops the clerks glance at her husband's "coal sheet," so that they make sure the good woman does not buy beyond her means.

Under such circumstances it is little wonder that the stores described above are "successful" institutions—they could not well be otherwise. They have everything in their favor—except the good will of the miners—but when the men are so completely subjected the matter of good will is not important.

The men and women who shop in these stores are the same ill-clad, scowling and sulky assortment of human beings, speaking a half dozen tongues that one meets in the ugly homes which have been already described. They are ill-clad because of poverty, they are scowling and sulky because of oppression—because their lives are drab and uninspiring and because they see no hope of change or redress. To talk to them is painful, for in addition to their lack of ability to talk English clearly they are cynical, scornful and distrustful. They recall better days with a bitterness which is expressed in the foulest oaths, and their despair is writ large on their countenances.

Of freedom and liberty they know nothing save that men have died for those ideals and that it was all in vain. These men and women are virtually owned by the coal operators. Their every movement is watched with meticulous care. Insubordination they believe to be futile, and for them life is clouded by hopelessness. Only the powerful will to live, which nature gives to all men, causes them to "carry on." They have no hopes, no aspirations; they have nothing save fear and an endless boredom.

Over these little communities of wretchedness there often floats the symbol of freedom and liberty—the Stars and Stripes. Occasionally one sees it fly high in the air from a school gable or pole, again it floats from store roof or church gateway—and it does something to lighten the scene.

One watches it and the scene around it, and thoughts come to one involuntarily. One mutters to oneself, "What would Lincoln say of this?"—or, "What would Jefferson think if he saw it?" To such thoughts one can find but one answer. Jefferson and Lincoln and a host of others, who gave their lives to the building of this great Republic, would be outraged by the scene. Their sensibilities would be hurt by the wanton suffering of their fellows—and they would set about to change it all.

Are we who live today less sensitive than our forebears, or have our souls been numbed by our own good fortune, so that we have no care or thought for others less fortunate?

There are a hundred thousand miners who live and work under the conditions described above. How many people know that? If we all knew it, how many of us would act? J. E.

ECONOMISTS DENOUNCE HIGH TARIFF

More than a thousand leading economists of the country registered an emphatic protest against high tariffs in a statement released last month urging President Hoover to veto the Hawley-Smoot tariff bill. The economists signing the statement are from forty-six states and 179 colleges. They argue that the increased tariff rates "would operate, in general, to increase the prices which domestic consumers would have to pay. By raising prices, they would encourage concerns with higher costs to undertake production, thus compelling the consumer to subsidize waste and inefficiency in industry. At the same time they would force him to pay higher rates of profit to established firms which enjoyed lower production costs. A higher level of protection, such as is contemplated by both the House and Senate bills, would therefore raise the cost of living and injure the great majority of our citizens.

"Few people could hope to gain from such a change. Miners, construction, transportation and public workers, professional people and those employed in banks, hotels, newspaper offices, in the wholesale and retail trades and scores of other occupations would clearly lose since they produce no products which could be protected by tariff barriers."

The economists point out that the vast majority of farmers would also lose from the increased tariffs and that "our export trade, in general, would suffer." In regard to unemployment, they say that American labor can find work only if the country's factories can sell their products. "Higher tariffs do not promote such sale. We cannot increase employment by restricting trade. American industry, in the present crisis, might well be spared the burden of adjusting itself to a higher schedule of duties." The economists also emphasized the effect of a policy of higher tariffs in injecting bitterness into international relations. "A tariff war," they say, "does not furnish good soil for the growth of world peace."

Teacher: "James, who was the greatest man in the world?"

James: "Mama's first husband."

WORLD'S CO-OPS DO STUPENDOUS BUSINESS

(By Leifer Magnusson, Director, Washington Branch, International Labor Office.)

A survey of co-operative associations throughout the world, though by no means complete, shows the existence of nearly 300 central organizations; that is, federations or unions of local bodies, other than banking or insurance societies. The total sales to members and sales of produce of members of the co-operatives affiliated to these central bodies and of the central bodies themselves amounted to the stupendous sum of $16,000,000,000.

The figures of membership in co-operative societies are no less striking. Membership in co-operative societies in thirty-nine countries, not including Soviet Russia, was over 39,500,000 at the beginning of 1929 as compared with 35,500,000 in the same countries in 1925, an increase of 11 per cent. The average membership in each country is over a million. The total membership of co-operative organizations in the Soviet Union was over 35,000,000.

The total membership, or 74,500,000, which includes the Soviet Union, does not by any means represent the total number of co-operators in the world. But coupled with the figures of business done it is certainly an impressive statement of the world-wide extent of the co-operative movement.

A Real Estate Salesman Proposes Marriage

"Well, old girl, I'm gonna give you the first chance to make yourself Mrs. Henry H. Jones. I'm the very best to be had in the matrimonial line, and I won't take 'No' for an answer. Plenty of women are crazy to get a chance at me; since you're a good friend of mine, though, I'm making you the first offer. And let me tell you right now you'll be making the biggest mistake of your life if you don't grab me now while you can get me. Well, whadda you say?"

"Look here, waiter, is this peach or apple pie?"

"Can't you tell from the taste?"

"No, I can't."

"Well, then, what difference does it make?"

FROM LLANO

Sidelights on life at Llano Colony must be of very considerable interest to all members of the Columbia group, and we hope that the same may be true of all those who read the columns of THE CAULDRON.

During his trip of investigation at the colony, our council chairman asked all kinds of questions concerning life at Llano, and these he asked to members of the rank and file as well as to leaders of the group.

Among his questions was one addressed to a Mr. Ridgway, who comes from Moravia in Morgan county, Indiana, concerning the matter of sex relationships and sex education among the young members of the colony.

Mr. Ridgway answered Ken's question at the time it was asked, but later he felt that his answer then had been inadequate, and he therefore supplemented his answer with a letter in which he discusses the subject at length.

The substance of his letter indicates that among the young people of Llano, there is a considerable degree of self-government, and that they are called upon to discuss and solve many, perhaps most of their problems, and among these are such problems as misconduct of any kind. Apparently the most potent force on the side of discipline among the young members of Llano is that of group reaction towards an individual resulting from observation and examination of his or her conduct.

The most severe punishment meted out to persons who misconduct themselves is that of being forbidden to participate in athletics or being confined to their own porch or lawn during leisure hours.

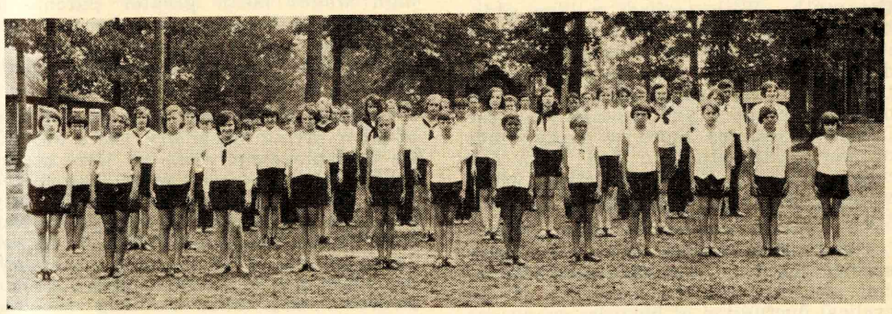
Sentences are imposed upon recalcitrants by a court composed of the young people themselves. This practice is extremely valuable as a means of developing self-imposed moral codes and of educating the whole group.

Sex education is taught in a discreet but forthright manner. The subject is in no way ignored and no mystery surrounds it.

That lessens the danger of misconduct which so often springs from a combination of curiosity and ignorance.

The "Llano Way" is a simple one of meeting problems boldly as they present themselves.

They are believers in frankness concerning all things, and that in great measure accounts for the colony's success.



LLANO CHILDREN PERFORMING DAILY EXERCISE

BUSINESS CYCLES AND UNEMPLOYMENT

We learn from economists that the history of the peaks of prosperity and the depths of depression in business can be graphed in cycles of regular recurrence. Statements have been made, especially during a peak wave, by industrial and political leaders, that the business cycle is a myth and that the curves have been flattened out so that there can be no depression with unemployment and resultant "hard times."

* "The President's Committee on Recent Economic Changes," which included Mr. Hoover himself and numerous industrial authorities, in its report of February, 1929, based its favorable conclusions on the increased supply and the

*Editorial, New York Times, May 11, 1930.

wider use of power, intensive use of labor-saving machinery, scientific development of productive energy and distribution. These influences had combined with wholly unprecedented use of the large annual increment of capital in extending credit facilities for industry. 'Sensitive contact has been established,' the report pointed out, 'between the factors of production and consumption, which were formerly so out of balance.' Today's methods had substituted 'an even flow from producer to consumer,' instead of accumulations of goods by the manufacturer, the jobber and the retailer. Present-day industry has not 'wasted the hours of labor by strikes and lock-outs.' Fluctuations of staple prices 'seem to have been held within narrow limit.'"

Today, a year later, we have seen industry have a serious set-back and the prosperity cycle will have to be traced downward on the graph. The predicted flattening out of the cycle proved to be the myth. With several million able-bodied men, willing to work and wanting work, walking the streets of our industrial centers, we have suddenly ceased to hear of the new economic era. All over the country and especially in the industrial sections, there are many minds at work attempting to find ways and means of controlling production, which would minimize unemployment and flatten the curve.

Outstanding among those who have studied the facts and have seen the social and economic consequences of the cyclical fluctuation of business conditions is Senator Couzens, of Michigan, a former partner of Henry Ford. Last December, Senator Couzens spoke before a group of employers, "the Michigan Manufacturers' Association," on unemployment.

In answer to the question, "What about it?," which he placed before the group, he stated:

*"It is not an impossible matter to stabilize a business—to keep men constantly employed and to do away with that deplorable system which hires a thousand or ten thousand men this month and fires them the next. Businesses have been stabilized—though not many employers have had the vision, or the human instinct, perhaps, to carry the stabilization through. With a management worth its salt, there is a solution to this problem of treating humanely the human beings who make industry possible."

*Report in April Survey Graphic.

And as a warning he stated that "if they did not find a remedy, the government would surely set up a system of state insurance." To employers as a class, this savors of socialism.

President Green and Vice-President Woll, of the American Federation of Labor, have warned committees of Congress that unless the employers did something to check the evil of recurring unemployment or the government adopted an adequate system of unemployment insurance, there would eventually be revolution. The objects as set down by the A. F. of L. are: "High wages, a shorter working day and a shorter working week, *steady* employment and fair treatment and conditions while at work."*

Employers have learned during the past decade that high wages do not mean high production costs, but often quite the reverse. They have also learned that high wages mean greater purchasing power and a better market for their finished goods. Now they are beginning to realize that wages must not only be high, but that they must be regular.

In years before the rapid development of labor-saving machinery, there was little unemployment when we were at the peak of the prosperity cycle. But in the years 1926-1929, when business activity was in record volume, unemployment was close to the maximum. Much of it was due to the use of labor-saving machinery, but there was a record of highway construction and other building development.* Each winter period unemployment reached serious proportions. It is these tendencies which have made necessary a serious consideration of the unemployment problem and the business cycle.

Some employers are beginning to have a sense of social obligation, but their resulting actions are adding to the complications of the unemployment problem.

For example: The new attitude toward the man of over forty, which is creating a serious situation. With their systems of health insurance, old age pensions, etc., the employment of younger men will impose a lesser burden upon their treasuries. This contributes indirectly to increase the handicaps of those outside of the beneficient sphere. The smaller employers do not want to assume the obligation of adding older men to their payrolls when they have not had the benefits of their more productive years.

*A defense of the Federation's methods, May, Current History.

Various plans are being proposed for the assistance of the middle aged, jobless workers, but little so far has been accomplished. Massachusetts and New York are working on old age insurance as an assistance.

The most effective method to relieve the situation is to attack the trouble at its source, that being the periodic fluctuations in the volume of employment.

Norman Thomas, in the May issue of "The World Tomorrow," outlines a "Program for Unemployment." In the article he sets forth six points for an immediate practical program. These are:

(1) Accurate figures on employment and unemployment.

(2) Institution of a co-ordinated system of employment exchanges to do away with exploitation of the unemployed by dishonest and inefficient private agencies.

(3) Re-education of workers for new jobs in connection with employment exchanges.

(4) A scientific and well planned public works program covering long periods of time, with special stress during dull times. This remedy will take up some of the slack and will create a demand for building materials which will assist in getting money into circulation. Wider measures will be necessary to take care of seasonal and technological unemployment.

(5) Unemployment insurance in conjunction with insurance against sickness and old age to be national in scope and to result in (a) stimulating employers to work out ways and means of cutting down seasonal unemployment, (b) assisting workers to find other jobs when out of work, and (c) creating in workers a sense of security.

(6) Last and most important is the shortening of the working week; to intelligently divide work and to increase leisure and meet technological unemployment.

"Basically, however, in the application of our six-point program for unemployment, the federal government should take the lead, for we are dealing not with a local, but with a national, even an international catastrophe. Yet that catastrophe will not have been wholly in vain if a generation mad with the gambling mania and hypnotized by a distorted picture of prosperity will wake to the needless shame of such poverty and insecurity in a country where the "billion wild horses" of a mechanical power need only to be broken to our use instead of to the service of profit, in order to banish such tragedy forever."

Initial steps have been taken by some of the more progressive employers. The system employed by Proctor & Gamble Soap Company (described in April Survey Graphic) in putting its employes practically on a salary basis by yearly guarantees of forty-eight hours of work per week has had satisfactory results. The Dennison Manufacturing Company, manufacturers of paper articles, has a reserve fund from which to pay a percentage of regular wages to employes whom it finds necessary to lay off during slack times. The payments from the fund represent a loss to the company, and it is to be expected that the executives will endeavor to maintain regular work at all times. The Council of the Columbia Conserve Company has developed and instituted systems of payment of salaries and control of working periods which have almost completely done away with the problem of seasonal unemployment. No problem of old age unemployment is created by the group.

An absolute stability of unemployment would be obtainable only in an Utopia. Pitifully little is being done and a great deal can be done to relieve the evils of the present ebb and flow in cyclical fashion in the demand for labor. High wages have become a generally accepted necessity for our present industrial order. The next drive must be toward regular wages. H. E. B.

Knowledge vs. Wages

The book agent tackled a solemn looking negro in charge of an elevator.

After listening imperturbably while the canvasser enlarged on the vast stores of knowledge to be derived from the work he was offering on the installment plan, the negro remarked quietly: "T'ain't no use to me, boss; I knows heaps more than I gets paid for."

Insurance Lifted Worry

Mother: "Eric, dear! Don't go too far out in the water."

Eric: "But, look, Daddy's out a long way."

Mother: "I know, dear, but your father has his life insured."—"Nashville Tennesseean."

UNEMPLOYMENT STILL SERIOUS

There were few signs last month of the promised industrial revival. Although spring is supposed to introduce a seasonal improvement, an actual decrease in employment of one per cent. was shown in March as compared with February by United States Department of Labor statistics, and a decrease in payroll totals of 1.2 per cent. On the railroads, freight car loadings, which have been at a low level in recent months, did not show the usual seasonal increase during March, and hundreds of thousands of railroad men have been laid off since last year.

"A broad valley of depression out of which business is not likely to emerge in much less than six months or so," is seen by the "Annalist," financial weekly of the "New York Times." "The second quarter of the year opening with business activity approximately at the depression level of last December, offers no reasonable prospect of other than an uneven and low progress out of the valley of the current business cycle. The normal relations of production and consumption have been disorganized. Productive facilities, and all commodities including bank credit as used, are present in excess. The new stabilization that needs to be worked out is threatened by existing cheap money policy and rising speculation.

"Another point to be noted is the indubitable fact of a reaction among business men against the cheerful business propaganda initiated at Washington. The ironical fashion in which business events have repudiated successive 'bally-hoo' official statements from Washington has had its logical effect on the business mind —it has produced a conviction not only that the government does not know the facts, but that the facts are probably rather worse than has been generally supposed, even outside of Washington."

Unemployment among trade union members showed only a slight decrease of one per cent. in April, according to American Federation of Labor statistics. "Wage earners have been much slower in getting back to work than usual this year," President Green said in summing up the reports to April 25. "Reports for March showed 21 per cent. out of work, while in April only 20 per cent. were out. This drop of one per cent. is a very small improvement for the month of April. In 1929, unemployment decreased two per cent. from March to April, and even in the unemployment crisis of 1928, the improvement from March to April was two per cent. At this time last year only 12 per cent. of union members were out of work, and even in 1928 only 16 per cent. were out."

In New York State, the Industrial Commissioner reports an increase in unemployment of between 1½ per cent. and two per cent. between March and April.

PASS UNEMPLOYMENT BILLS

Three bills to deal with the unemployment situation were passed by the Senate last month, one to create a bureau of statistics in the Department of Labor to collect accurate data on unemployment; the second to create a federal employment stabilization board, and authorize $150,000,000 to be used as a reserve fund for construction of public works; and the third to provide for the establishment of a free employment service by the federal government in co-operation with the states. The third bill was opposed by the National Association of Manufacturers, because it interferes with the anti-union or "rusting card" system of company employment offices.

Senator Wagner, who introduced all three bills, declared that present unemployment conditions "are the worst in a generation, according to the testimony of all careful observers" and urged passage of his bills to prevent a recurrence of such crises.

The Old Devil

Two little girls were on their way home from Sunday school, and were solemnly discussing the lesson.

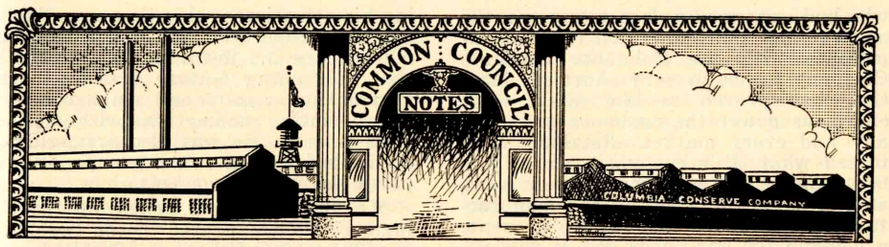
"Do you believe there is a devil?" asked one.

"No," said the other promptly. "It's like Santa Claus, it's your father."

The Politician

A politician was called up at his office recently and notified that his wife had presented him with triplets. He was silent for a moment, and then boomed forth: "I demand a recount."

Lulu: "How come yuh is always lookin' fer a job an' nebber findin' one?"
Mose: "Dat's skill, woman, skill."



Regular C. C. Meeting, Friday, May 9

Chairman Kenneth Lucas called the meeting to order at 7:00 P. M.

There was a large attendance of employees and in addition some fourteen visitors.

The minutes of the previous meeting were summarized; the chairman promised to have same reported in full at our next meting.

For the benefit of the several salesmen who were present at his meting, Kenneth Lucas gave a brief review of his report on his visit to the Llano Colony, of Louisiana. Ken's statement provoked a few questions but most of the members of Council were very well acquainted with the subject matter before hand and that enabled us to move on to our next business.

At the request of the chairman, Mr. Hapgood introduced Mr. E. P. Pinchon, whose services we have recently enlisted in the capacity of publicity director. Mr. Hapgood recounted the manner in which he met Mr. Pinchon and the conversations and correspondence which had followed as a result of this first meeting. Until Mr. Hapgood met Mr. Pinchon, the former had felt reluctant to have the company indulge in any publicity work for two reasons:

That in his opinion the Columbia Conserve Company had not proven its case as a working democratic institution, and again it seemed that within the company there was no one with the talent to execute such work. Mr. Hapgood believed that we should test ourselves in the matter of experimentation to the very limit before attempting to sell the idea of democratic control of industry to the public and particularly before we attempted to associate closely our ideas and ideals with our sales policy. Mr. Hapgood called upon Mr. Pinchon to give Council an account of his own ideas and ideals and of the place he would occupy within the organization. He gave a resume of the development of the Columbia Conserve Company from its beginning to date, and emphasized in particular the matter of the great responsibility which faces the group here at the present time. He said that with the close of our fiscal year in June of this year, it was expected that the workers would gain legal control of the company because of their collective ownership of more than 50% of the common stock of the business. At that time the workers would meet with a critical situation that would test them in many ways. It was Mr. Pinchon's opinion that good judgment had been used in the matter of not attempting sales publicity by emphasizing the social character of our experiment up to the present time. It would have been in bad taste had that been done too prematurely. It was his belief, however, that we were now sufficiently advanced in every way to warrant such a procedure and that it was a definite responsibility with which we were charged to tell the world about the possibilities of such an experiment in industrial relations.

The advertising value which is inherently attached to an organization whose main purpose is the establishment of sound human relations within industry is a very considerable asset to any business organization. To the public mind it is inconceivable that a business aiming at the best possible human conditions of work and life could or would produce an inferior product of any kind. The idealism which stands behind the Columbia experiment would appeal to many millions of people throughout the United States if the facts of the case were made known to them. On the whole, the vast majority of human kind are anxious to assist any good and progressive movement in industry or elsewhere. The chief trouble or difficulty is met only because they have no opportunity of assisting such movements. Mr. Pinchon's experience indicated that there were many people who would deem it a privilege to buy Columbia soups if they were told of the experiment and of ways and means of getting our products. In this connection he gave the names of several notable people to whom he had talked and

who had expressed a deep interest in the matter. Mr. Pinchon stated that his experience with the Columbia Conserve Company although very short in duration, had proven to him again what enormous power the customer enjoys in any and every market. Retailers want to sell what their customers want; jobbers want to sell what the retailers want, and so it goes on back to the manufacturer. He stated it was our job to create a demand for our goods and if this demand could be created because of a knowledge on the part of millions of people as to how and under what conditions our goods are made, it would be a more substantial force working in our favor than any other that can be imagined. The millions of people who want a chance to contribute to the task of reorganizing industry could be lined up behind us and that would give them a chance of registering their votes in this world-wide fight for a better social and industrial order. Mr. Pinchon's experience while at the Columbia Conserve Company had been that he felt a much greater fellowship to exist here than he had felt anywhere else. He had made no effort to seek it—it semed to be a part of the whole atmosphere and anyone with the facilities to see and hear would be made aware of it in a very short time. The development of that spirit he explained was one of the most essential tasks. By means of it more of us would *live* instead of merely *existing* and as our number grows, we would gain confidence in our own ability and stability and would by that process be declaring a new principle—the principle of independence within the field of industry.

The success of the Columbia Conserve Company in its effort to make and sell soup and at the same time refashion and build men and women must have an ever-growing significance for the entire world of industry. In America nothing succeeds like success, and the attitude of the American business man is always determined by what you can show him to be a matter of fact and not of theory. If he is shown that industrial democracy can be a success both spiritually and materially, he will tend to support us.

The question at this time seems to be that if we use our weapons skillfully and courageously we can grow in every possible direction and the difficulties ahead might very well be that of our not being quite ready for the responsibility which success itself will impose.

Mr. Pinchon outlined his plans for the immediate future in the matter of advertising and explained that he was focusing his attention at this time upon labor, socialist, cooperative and liberal religious newspapers and journals. His method is that of sending feature articles to the various newspapers and magazines and supplimenting such articles with paid advertisements. He was also arranging to speak before organized groups and in particular before women's clubs.

Mr. Boyd Gurley's article on the Columbia which appeared in the Indianapolis Times for February 13th had been reprinted in folder form and was being distributed widely in various markets on the Pacific coast.

At this time Mr. Pinchon is working intensively in California, Oregon, and the state of Washington, using this area as an experimental field from which he may get some indications as to how we shall proceed with his future work. Mr. Pinchon's speech was warmly received by Council and the sense of the meeting seemed to be that most members of Council desired that we enter more vigorously into the field of advertising than we have heretofore.

The next matter was a general summary submitted to Council by Jack Evans of the results of the sales meeting held during the week. He stated several decisions were arrived at but none of them seemed to be pressing for immediate attention, save for the matter of the appointment of an assistant sales manager. In his talk Jack outlined the method of procedure by means of which the sales department had considered the matter of the appointment of an assistant in the sales field. He went into considerable detail to explain to Council the attitude of the members of the sales department towards Mr. Hapgood and of the latter's reaction to criticisms made of him. He stated that Mr. Hapgood had absented himself from the sales meeting except for two or three hours when he reported his own opinions upon decisions reached by the salesmen and asked for explanations to other decisions. The sales department had disposed of the matter of choosing an assistant sales manager by asking Mr. Hapgood to make his own choice. This Mr. Hapgood refused to do in view of the fact that all the members of the sales department had had sufficient opportunity of observing the qualifications and disqualifications of each member of the department. He turned the problem over to Council and asked it to appoint anyone whom it thought fit. Following upon Jack's remarks, Arlie Myers moved that Hugh Bogardus be appointed assistant sales manager and this was seconded by John Passwaiter. Expression

of opinion concerning the proposed appointment was made by Homer Shelley, Walter Mullen, and Billy Hines, Sr. The latter was very insistent that the salesmen themselves should express their own opinions in the matter. Jack Evans again summarized the various statements made by the salesmen at the sales meeting and expressed his own opinion. He stated he believed Hugh to have a considerable degree of adventuresomeness and courage and he had shown them on one or two occasions when the opportunity had come along. Hugh had also shown a willingness to be critical of his fellows and at the same time to be helpful and constructive in what he said. He stated Hugh could be more critical of himself and he certainly could be more careful in his approach towards other people. He also stated Hugh tends to be sloppy in some of his work and needs to develop a more careful attitude towards it. On the other hand he seems to be one who profits from criticism and whilst he seems to have made no personal effort to qualify for this job, in particular, youth and his alertness of mind plus the very complete cooperation offered him by the sales department, would give him a reasonable chance of making a success of it. Albert Hines approved the motion. Miss Franz did likewise. Mr. Pinchon reported that inadvertently he had met with considerable praise for Bogardus' work from the leaders of the Newmark business in Los Angeles and from that of the Haas Baruch men. After a little further discussion the matter was put to a vote and all voted in favor of the motion.

ALBERT WALTER
Sales Dept.
Columbia Conserve Co.

A report was made by Albert Hines concerning the experiment undertaken four or five weeks ago of sending out our laundry and a comparison had been made of the cost involved in the case of outside work and that of doing the work here.

A superficial estimate revealed a difference of $18.73 a week in favor of doing the work outside. Comments on the quality of the work done were very favorable, and it was explained that the service of the laundry was very good. Questions were asked concerning the labor policy of the business with which we dealt, but only a few figures were available. With regard to wages, hours of work, etc., it was stated that some men and women were able to earn as high as $35.00 a week on piece work, but the average earnings were from $15.00 to $25.00 a week.

The conditions in our laundry seem to be very bad, particularly with regard to ventilation. The equipment in our laundry is worn out and the space now occupied by it might be used very well for other purposes. Because of the inadequate data which was available concerning the conditions of work, etc., at outside laundries it was deemed advisable to let this discussion go over to a further meeting. It was suggested that at the same time we might be thinking of the possibilities of establishing a larger laundry here which might take care of our plant as well as our personal needs.

Mr. Ronald Allen, personnel manager of L. S. Ayres and Company, commented upon this proposal and described an experiment similar in character to the one proposed which is being conducted at Filene's Department Store in Boston, and which is proving itself to be a very profitable enterprise. Several people expressed interest in the matter and it was referred back to the committee for further investigation and later discussion in Council.

Boyd Gurley asked permission to introduce to the Council, Mr. Doig, of Minneapolis, who is a credit union organizer for the mid-western states. Mr. Doig expressed his pleasure at being with us and made a short talk on the credit union movement. He explained that the credit unions were cooperative enterprises and had much in common with the spirit of the Columbia Conserve Company. He outlined the somewhat ambitious plans which were now being entertained by the various credit union leagues in the middle west and of the plans now being worked on for the development and coordination of the entire credit union movement throughout the United States. Mr. Doig's speech was much appreciated and ought to assist in the further development of our own credit union.

Jack Evans presented a summary of

the case of Dollie Rusie. This had already been discussed in part by the Needs Committee, and it was stated that the recommendation concerning Dollie's income would be brought to Council at the earliest possible moment. Before closing the meeting the chairman extended a very hearty invitation to the visitors to return to us again.

Meeting adjourned at 10:00 P. M.

Regular C. C. Meeting, Friday, May 16

This meeting was called to order by Chairman Kenneth Lucas, at 7:15.

Minutes of the previous meeting were read, corrected and approved. The correction included in these minutes was to the effect that we should include a summary in the minutes of the discussion concerning the laundry matter and account should be taken of the fact that a suggestion was made that our laundry program might be expanded so as to include the taking in of work from others besides ourselves.

Jack Evans reported in behalf of the Needs Committee on the case of Dollie Rusie. He said that the case presented a great many difficulties and was the first of its kind to be considered by the committee. Dollie, he explained, is the third child of a family of ten. Her father who is a fairly able-bodied man, has been out of work for several months and the probability of his getting work at this time seems rather remote. Her oldest sister is earning $10 a week and her brother older than herself is married and supports a wife. Neither this brother or sister can help support this family because their incomes are not large enough. For some time it seems that Dollie has been virtually charged with the responsibility of taking care of four of her younger brothers and sisters of school age and of her mother. It was felt by the committee that we were obligated to assist her in carrying this very heavy responsibility. An investigation into the financial position of the family revealed that a needs differential of $8.00 a week would considerably ease the situation for Dollie and consequently the committee recommended to Council that same be paid to her. There was considerable discussion about this matter and finally it was moved and seconded to accept the recommendation. This was carried unanimously.

A question was asked at the meeting of whether we were responsible for the medical care of the dependents whom Dollie supported. It was felt by some that we should assume this obligation automatically in the case of any individual whose relatives become dependent upon a salaried worker. The majority felt, however, that insofar as there were so many complications in a situation of this kind, that it would be better to follow the procedure of discussing each case of this nature as a special case and that medical care be extended only after investigation by the Health Committee.

In the case of Eugene Nelson, the committee had considered the advisability of increasing his wage rate and recommending that such a course be followed by Council. The committee's deliberations about this matter had resulted in a negative vote and, therefore, it had no recommendation to offer Council at this time.

The chairman called upon Mr. Hapgood and Mr. Pinchon to report on their visit to the Red & White convention at Buffalo, N. Y. Mr. Pinchon began his statement by stating that he had been much impressed by the organization of the Red & White group and expressed the hope that the voluntary chain systems in general were similar in make-up and spirit to the group in question. He explained that he found a much greater degree of clear sighted social vision on the part of the jobbers than he expected and that they were prepared to consider and develop a forward looking program fundamentally cooperative in character. He stated Mr. Mitchell, the Red & White advertising manager, was very enthusiastic about our publicity work as were many of the members of the corporation. The feeling of the organization towards ourselves and particularly towards Mr. Hapgood is exceedingly cordial, and at one of the meetings at Buffalo a special vote of thanks was extended to Mr. Hapgood and the Columbia Conserve Company for services rendered the Red & White organization. It was also asked of Mr. Hapgood and Mr. Pinchon that they reproduce their speeches at the convention so that they might be printed in the Red & White bulletin. Mr. Pinchon reported on the Y. W. C. A. meeting dealing with unemployment held at Cleveland, and stated that he and Mr. Hapgood had met with a very cordial response from several members of different organizations that had met together at this meeting. At Cleveland the idea had occurred to Mr. Pinchon that it might be possible to organize these people in liberal organizations into a local committee to act as publicity agents for Columbia soups. Such a nucleus had been formed at Cleveland in which the

Y. W. C. A., Consumers' League, Liberal ministers, and some social workers were represented.

Mr. Hapgood followed Mr. Pinchon's report with a statement concerning the growth of the voluntary chain organizations dealing particularly with the history of Red & White. He stated that a large number of wholesalers, upwards to 95, had gotten together for their mutual benefits and each one of these had from 50 to 250 retail units attached to them. Both retail and wholesale groups held meetings periodically to discuss business and other matters and a particularly close understanding of the matter of merchandising goods, etc., had been arrived at between the various members. He found this understanding to exist to a greater degree during a recent visit to Buffalo than was the case at the Seattle Red & White Convention. He believed that very considerable progress had been made in six months toward an understanding of the deeper implications of a cooperative system. The attitude of the entire group seemed to be one of a sincere desire to work together towards a common goal not only to establish better business policies, but to establish a better set of human relationships. He expressed the opinion that Red & White had great possibilities. He appreciated the expression of thanks to us which came freely from all members of the organization, and hoped we would continue to be instrumental in giving assistance and direction to the group whenever and wherever we could.

The chairman called upon Mr. Moore, a visitor from Dayton, to express his opinions of the Columbia, and particularly to tell of his impressions gained during the day's visit with us. In a brief talk he stated that he had enjoyed his stay with us very much, indeed, and that it had been quite a long time since he had spent as profitable and enjoyable a day anywhere. He refrained from making any specific statements about the organization. It was quite apparent that he was very completely in accord with what he had found to exist at the Columbia.

Arlie Myers offered a short report on the question of the ventilation of the Kitchen and Capping Room. It seems that nothing definite in character has been done with this matter up-to-date except to gather data and opinion from various engineers who have been consulted. Arlie urged that some action be taken soon. In the absence of the committee chairman, Billy Hines, this question was deferred to a further meeting.

The next matter to be discussed was that of "What wages should be paid this summer at the Paragon plant?" A resumé of the reasoning back of the standard set for the one salaried worker now at the plant at Paragon was given. This indicated Council has agreed to the payment of three-fourths of the salary which would be paid to a man in a similar situation within our Indianapolis plant. The difference of 25% in salary was accounted for by the fact that the cost of living is considerably lower at Paragon and this applies with particular force to the matter of rent which is at least 50% lower than in this city. It was moved and seconded that the same ratio be maintained in the matter of wages at Paragon, i. e.: seventy-five per cent. of our Indianapolis wage scale, and that the present wage differentials be maintained in the same way. This was carried with two opposing votes.

Jack Evans made a report of the conditions he found to exist in the Wash Rite Laundry. His investigation revealed that almost all of the people employed there were colored and wages for these ranged from 25c an hour to 30 and 35c an hour. The normal working week is 40 hours, and there seems to be little overtime. One colored man in the employ of the company receives 40c an hour. The men who collect from and deliver laundry to patrons are all white and are in receipt of incomes ranging from $25 to $50 per week. White workers are given a week's vacation with pay each year. This rule does not apply to negros. The general working conditions within the plant seemed very good. Council instructed that a committee on laundry be appointed to investigate the possibilities of some change or changes in our present laundry system.

Jack Evans introduced to Council two members of the staff at Butler College who were accompanied by several of their students. Prof. Gannett from South Australia, an exchange professor now teaching at Butler College in the department of psychology, spoke briefly of his pleasure at being present at the Council meeting and entered into some description of the labor conditions that obtain in Australia. Prof. Gannett's talk was much appreciated by all present. Prof. Slifer, professor of British History at Butler, spoke in some detail of the contribution of our company in the field of social science and expressed his very ardent hope that we would develop and grow and continue to conduct what he

termed to be "a most significant experiment."

Meeting adjourned at 9:45 P. M.

Regular C. C. Meeting, Friday, May 23

Chairman, Ken Lucas.

The meeting was called to order by Chairman Lucas at 7:15 P. M. and the minutes of the previous meeting were read and approved. A fairly large attendance was noted which included a group of eight visitors.

The first order of business was the introduction of two visitors who had come in order to present the case of The Indianapolis Smoke Abatement League. Mr. Monett, an engineer from Chicago, who has been working with the local League and who has had wide experience in Smoke Abatement Campaigns in a number of large cities, spoke first. He gave a brief resumé of the findings in smoke abatement work and the things that have been accomplished in other large cities. He stated that the causes for excessive smoke and soot and the source of same were pretty well known now through the work of research done by heating and ventilating engineers. It has been found that 40% of smoke is caused by industrial plants, 30% by home heating, 15% by railroads and 15% from miscellaneous sources. In order to successfully work out a program for smoke abatement in Indianapolis it will be necessary to raise sufficient funds to employ enough competent engineers to carry on the work for two or three years and then perhaps the continuation of the work might be turned over to the administration of the city.

Mr. Roy Johnson, manager of the local league since its inception May 1, 1929, spoke next and outlined the work done by his organization during the past year and told of future plans.

On Smokeless Day, which was observed in Indianapolis on February 20, 1930, there was a reduction of 57% in smoke due to the cooperation received all over the city which came as a result of the educational campaign carried on by the league. About 12% reduction in smoke was noted in the year 1929 through atmospheric readings taken by the American Society of Heating and Ventilating Engineers. Government statistics show loss and damage suffered in smoky centers is approximately $17 per year for each individual. Based on a population of 400,000, 12% reduction means approximately $800,000 saved for the citizens of Indianapolis last year.

Two aspects of the smoke problem were explained by Mr. Johnson—the economic and the health effects. Economically there is a great waste in wrong use of fuel plus laundry and clean-up bills and wear and tear in clothes and buildings and equipment generally as a result of excess dirt and grime caused by the soot which covers everything. It is estimated that in the downtown and industrial areas of the city there is an annual fall of 700 tons of soot.

In the matter of effect on health it is estimated that soot inhaled into the lungs is a great contributing factor in a number of diseases, especially respiratory ones, and the amount inhaled by citizens of Indianapolis averages one teaspoonful every eight hours.

Mr. Johnson spoke of the urgent need for moral and financial support for the league and asked for our cooperation. It will require $40,000 a year for two years to carry out the proposed program for our city. This will provide funds for employment of eight expert engineers with one man in charge to head up all the work of the league. Scientific investigation of conditoins, and advice provided, and education of the public through the public schools, classes, speeches and the press will be the program of the league. It was asked that contributions to this fund, covering the two years' program, be made at the earliest possible moment so that the league may complete its plans.

These two visitors withdrew from the meeting and discussion of whether we wished to contribute to the Smoke Abatement fund was entertained. There were two points of view expressed about this matter.

1. While this enterprise was a civic benefit and a worthy cause it was also one that would appeal to the popular imagination quite readily and would receive support from a number of individuals and organizations who do not ordinarily subscribe to causes which are less popular socially. These latter are constantly being presented to us and we do our best to help carry the burden. It might be wiser for us to concentrate our energies on the less popular but equally worthy appeals and allow this particular civic cause to be carried by others.

2. While the argument advanced as a reason for non-financial support of this cause is sound in many respects it is also true that we are direct beneficiaries of any work done in smoke abatement and because of that we are morally and financially obligated to contribute our just share towards the continuation of such work. More than that, we as an industrial plant, are contributors to the smoke nuisance directly. And a third factor was mentioned — that of health effects accomplished through smoke abatement. Since we assume full responsibility for maintenance of the health of our employees, any saving through health protection in such a program is a very direct saving to all of us. Therefore we are socially responsible to help maintain the work of this league.

There was general agreement with this second point of view and it was moved and seconded that we contribute to the Smoke Abatement League fund. This was carrier unanimously.

Discussion of how much we should contribute was next in order. Three amounts were suggested for consideration—$100, $250 and $500. Mr. Wm. Hines proposed the latter figure and supported it by saying that he believed the cause a really good civic one and that we, being contributors to the smoke nuisance through our plant operations, and beneficiaries from whatever good is accomplished by the league, especially on the health side, ought to share enough of the burden so that it will not be a mere gesture. It was moved and seconded that we contribute $500 to this fund. Further discussion tended to show that such an amount was too liberal, taken on a proportionate basis of per capita responsibility. Taken to a trial vote the result was 12 in favor, 23 opposed and 5 undecided.

After still further discussion it was moved and seconded that we refer the matter of the amount of this contribution to the Health Committee for further investigation and that Dr. Burckhardt be consulted about the health aspect of it. A definite recommendation is to be brought back to Council for consideration as soon as possible. This motion was carrier unanimously.

The Bookkeeping Department asked Council's consent to have the week end on Wednesday at the Paragon plant so that payroll checks could reach employees at Paragon by Saturday. This was granted without discussion.

A report was given for the Health Committee by Jack Evans. Several things have come under the consideration of the committee recently which involve new precedents and departures and Council's advice was asked about these matters.

Jack presented a comprehensive and detailed case history of a former wage worker in our employ—Mr. Luther Williams. These details are in the records of the Health Committe and need not be repeated here. The nature of the case was such that it presented an involved set of circumstances for which we are in no way responsible by way of health protection. However, because of an apparent misunderstanding on Mr. William's part, and mental inability on his part to remember correctly the details surrounding his own medical treatment by us, the committee asked Council to agree to extend to him the courtesy of our dispensary to the extent of medicines and serums for blood treatments he requires. This was asked for not because we are obligated to him but is to be offered as a matter of courtesy and not to be considered as a precedent of any kind. It was moved and seconded that we accept the committee's recommendation in this matter. Carried unanimously.

The next matter was "Medical care for salesmen when they are out on road work." Consultation with Dr. Burckhardt about this matter resulted in the following recommendation (largely the result of his suggestions). Salesmen who become ill while on road sales work should ask the Jobber he is working with to recommend a competent physician to him. If the illness warrants it, he should enter a good hospital for treatment needed. The bills for such services should be sent in to the company and in turn handed over to Dr. Burckhardt for O. K., and payment will be made by us. Salesmen are to be asked to use good judgment in the matter of such treatment when away from home. Unanimous consent was given to the acceptance of this recommendation.

The committee had encountered a new difficulty recently when the wife of one of our salaried employees had refused to allow their two children to undergo the usual health examination required by us on account of our program of health protection for dependents of our salaried workers. The committee asked "what should the principle be which would guide them in handling such a case of non-cooperation?" This general question of the principle which may govern such a case was tabled until a later meeting when it may be discussed fully.

In the meantime Council asked that some member of the Health Committee be sent to interview the mother in question and explain to her the reasons for our requiring the health examination

THE COLUMBIA CAULDRON

and the need for the fullest cooperation in order to secure the maximum benefit at the minimum cost from such a program of health protection as is offered by us to all of our salaried workers and their dependents. It was the opinion of several that such a refusal to cooperate with us in this matter must surely be based on lack of understanding. Later discussion will be entertained on this case when more facts are available.

Mention was made of the fact that the committee has been considering the need of a "convalescent home" for our employees who are in the intermediate stage between sickness and health and require some place where recuperation would be aided by surroundings of the sort possible at such a place. Several of the committee members, together with Dr. Burckhardt, had investigated one possible site (a farmhouse located on Riverbrook farm owned by Mr. Hapgood) and been favorably impressed by the surroundings. Ten acres of ground plus the farmhouse would make a very good setting for such a home. However, only preliminary discussion has been indulged in to date. Council is asked to bear this proposition in mind and be prepared to discuss it more fully at a later date.

The next item for discussion was presented by Mr. Pinchon. He asked Council to consider placing on salary the women who have been assisting him as his secretary in his Hollywood office. The publicity work he does for us from that office requires the help of a high grade secretary and Mrs. Marion S. Berry who has been serving in that capacity seems admirably fitted for the job. Mr. Pinchon explained to Council the cultural and educational background as well as the business qualifications of Mrs. Berry. At one time she had been a person of considerable financial means and enjoyed a very comfortable standard of living and had been interested in philanthropic endeavors. Suffering economic reverses she had become a business woman and had operated an office of her own employing four high grade stenographers. She had given up that independent enterprise. Lately she had wished to re-enter business and had accepted temporary employment as Mr. Pinchon's secretary. Becoming interested in our social philosophy she has expressed a desire to become associated with us as a salaried employee, foregoing several other offers of employment at higher rates of pay. Mr. Pinchon recommended her very highly and suggested that we offer her a salaried position at $32.50 per week which was the figure Mrs. Berry was willing to accept. Some questioning of costs of living in Hollywood as compared with Indianapolis brought out the fact that it is considerably more expensive to live there than here. Having consideration for the standard of living previously maintained by Mrs. Berry it was thought that the suggested figure might not meet her needs. It was moved and seconded that we offer Mrs. Berry a salaried position with us at a salary of $35.00 per week—subject to the usual medical examination. This was carried unanimously. It is understood that this salary is based on special needs as outlined.

The next matter presented for consideration was in relation to the study and application of the fundamentals of dietetics in the planning of menus and the preparation of foods served in our dining room. It was the opinion of several that general improvement in this field might be effected if we used the services of a trained dietician and utilized what talent for such services as is already in our midst. One of our wage workers, Mildred Whicker, is a graduate of Purdue University and has made a special study of Home Economics, and might prove a valuable addition to our dining room staff in an advisory capacity. It was suggested that we might have a dining room committee serving as an advisory body in the selection of menus, etc. After slight discussion it was moved and seconded that we refer this matter to the Health Committee for further investigation and that Dr. Burckhardt be consulted about it. Definite recommendation will be brought back to Council and discussion entertained. This was carried unanimously.

It was agreed by consent that we set tentative dates for our Annual Picnic and Annual Business Meeting as follows: Business Meeting, July 11th; Picnic, July 19th.

On account of Memorial Day holiday next Friday night it was moved and seconded that we hold our next Council meting on Monday night, May 26, instead of Friday, May 30.

The meeting stood adjourned at 9:30 P. M.

Special C. C. Meeting, Monday, May 26

Chairman, Ken Lucas.

The meeting was called to order by Chairman Lucas at 7 P. M. and the minutes of the previous meting were read and approved.

The first order of business was a report from the Health Committee regarding the proposed contribution to the Smoke Abatement fund. Howard Herner, chairman, reported that after consultation with Dr. Burckhardt the committee had discussed the matter and, chiefly because of the health values in such a program, decided upon the recommendation of the sum of $500, to be paid as needed by the league during the next two years. It was moved and seconded that we accept this recommendation and the motion was carried unanimously.

Dr. Burckhardt next suggested that we appoint some person to represent our company at Smoke Abatement meetings. This kind of civic improvement program requires careful follow-up work if real, lasting benefits are to be obtained. Such a representative would be delegated to attend all possible meetings of the league, participate as actively as possible in discussions, and bring back to us the benefits of the knowledge gained so that we might more intelligently follow through on activities outlined for smoke abatement.

This suggestion met with favor and it was moved and seconded that we appoint Arlie Myers as our representative for this work. Motion carried.

Next item presented for further discussion was "Health protection for dependents cared for through Special Needs differential allowances." In a recent discussion on this matter it was the opinion of a majority vote that dependents of salaried employees who are cared for through Special Needs should be considered as individual cases to be handled by special consideration through the Health Committee when medical care was needed for them. After further thought about this method of procedure it seemed to some that this placed too much responsibility for decision about a matter of principle into the hands of a committee which rightfully should be borne by Council. So far as the principle of health protection for dependents is concerned we ought to include in such a program all those persons who are recognized by Council as being dependent upon a salaried worker in our group for support and not limit our care to merely dependent wives and children. If we exclude from our health program all other dependents unless they are presented as special cases it may tend to work a hardship on some of them since reluctance might be shown in asking for such assistance.

After some discussion it was moved and seconded that "whenever one of our salaried employees has dependents other than wife or children, and they have been recognized as such by Council through special needs allowances, our health protective program is to be offered to them automatically." Taken to a vote the motion was carried unanimously.

The next item for discussion was "Do we care to contribute money this year to the local committee for the scholarship fund needed to carry on the work of the Affiliated Summer Schools for Women Workers in Industry?" These summer schools are well known to us through explanations and reports made by students who have attended them from our company. We have made contributions in support of their activities in the past.

Further explanation of the aims and purposes of these schools was given and questions regarding the curriculum and activities were answered. While it was much regretted that we had no students who were applying for admittance to the schools this year the majority opinion expressed was that it was a worthy cause deserving our support. There was a minority opinion stated that we have not benefitted as a company as much as we should have by reason of the experiences of students who have represented us at these schools and returned to us. Also, there should have been more effort placed behind the endeavor to encourage others to seek this experience as students and to make application for admittance to the schools. It was urged that another year our young people should avail them-

selves of the opportunity to at least apply for admittance if they are interested in attending such a school.

Because of belief in the social worth of such schools and a sense of obligation to support such endeavors it was moved and seconded that we contribute $50 to the Affiliated Summer Schools fund. This was carried with one opposing vote.

Next item of business was the presentation of figures on operating expenses for the past 10 months and a comparison of these with the corresponding period last year.

Questions and answers about certain factors noted in this report occupied considerable time. Three groups of figures were questioned fairly closely in order to determine reasons for amounts which seemed high in comparison with last year's results. These were:

1. Administrative Expense — Most of the difference shown in this figure was accounted for by the fact that it included a much heavier charge for health services than the corresponding period last year plus the special charge for services of the two Industrial Enginers who were employed by us last fall.

2. Selling Expense — This was explained on the basis of the greater emphasis placed on retail work this year which is quite expensive and does not reflect immediately in sales. This work was, and is, necessary because of market conditions which require such assistance from us in order to move our goods more effectively from the retailer's shelves to the consumer, and to establish private label soups more firmly in competition with nationally advertised goods. In addition to this type of selling expense, which really should be considered in the nature of indirect advertising, there is also the factor of allowances made on deal performances which again is an advertising aid. Publicity work is included too, but is too recent an addition to our program to have much bearing on the figures presented.

3. Manufacturing Expense—This factor showed less favorable results with greater difficulty of explanation than either of the other factors when figured on proportionate increase in total cases manufactured. Two reasons were advanced for the relatively poor results: (a) the protracted period of non-production of goods during last December and January and the slow production experienced through February, (b) the greater amount of lost time due to health program activities as compared with a year ago. All such lost time, as well as pension payments, are charged directly against manufacturing payroll and not kept in a separate record by the Bookkeeping Department.

Some mention was made of possible greater expenditures for building and machinery repairs which are chargeable against manufacturing expense.

Because data was not available at the moment on the comparisons of costs of these items the Bookkeeping Department was instructed to secure such data and bring in a later report to Council on this matter.

An estimate of possible surplus funds which may be available for the purchase of common stock into the Trust Fund at the end of the present fiscal year was presented and discussed briefly. It was explained that we will have just about enough surplus to buy the amount of common stock needed in order to acquire 51%, or legal ownership rights. Further, it was suggested that we use our surplus this year to buy out the Treasury Stock.

It was moved and seconded that we use as much of the available surplus which can be used to buy common stock in the purchase of Treasury Stock. This motion was carried unanimously.

Mention was made of the fact that if we should lack sufficient funds to acquire the amount needed to hold 51% of the common stock we might agree to use enough of the existing Pension Fund to make up the deficit. The Pension Fund is merely a standing account on our books at present since all pensions are charged directly against the regular payroll. The legal advice of our lawyer is to be obtained about this matter and a report given to Council later.

This concluded the business to be placed before the meeting for the evening and the chairman introduced Mr. Oscar Ameringer, editor of "The Illinois Miner" and for years an influential figure in Socialist and Labor activities, who spoke very interestingly of his experiences and impressions.

He stated that lately several things have worked together to provide a rebirth of faith in socialism for him. One of these was the recent convention of the Progressive element in the United Mine Workers of America held at Springfield, Ill., and subsequent activities of that group. The other was his contact with the experiment in Industrial Democracy we are carrying on here.

The things that are needed so badly in the coal industry are the elimination of wastes in the extraction—in distribution, and in consumption of this basic product. There is a crying need for more spiritual and idealistic leadership in the Mining industry.

A very strong statement made by Mr. Ameringer was to the effect that the policies that have been pursued by both the operators and the union miners have been the cause of more misery and devastation than the invasion of the German armies in France and Belgium. He said he hoped for better things from the new progressive miner's union.

He cited his own background of experiences in the labor field, having joined the Knights of Labor in 1886 in Cincinnati, Ohio. His recital of amusing incidents which occurred in those early days was much appreciated. Militaristic tactics were the order of that day and the whole economic problem had seemed quite simple. Having come through all the stages from Anarchism to Socialism he found the problem much more complicated now.

A paramount need at this time is for a new idealism. We need greater exchange of educational and industrial experiences—a linking up of thinkers and laborers, fact and theory, for a common purpose. He ended his remarks by stating that the evening spent with us, in our Council meeting, hearing us discuss the intimate problems of human relations and management intelligently had renewed his belief in the ability of the group to manage its own affairs and given him greater hope for the future.

The meeting stood adjourned at 9:30 P. M.

WAGES WHEN LAID OFF

That workers who are discharged through no fault of their own are entit'ed to compensation, is a principle which is obtaining increasing recognition in industry, according to an article in the April issue of the "Monthly Labor Review," published by the United States Department of Labor. The practice of paying a dismissal wage, it says, has been "adopted recently by a number of firms which were obliged to dismiss workers because of changes in production methods, curtailed production, plant mergers, or for other reasons over which the workers had no control. While the dismissal wage does not contribute materially to the solution of the unemployment problem it is of very real assistance in giving the dismissed worker an opportunity to conduct a wider search for a new job or to adjust himself to his reduced income. It may also have the effect of reducing unemployment in the individual plant by curbing any tendency . . . to discharge employes for insufficient reasons."

Runs by Crank

"If you don't shut off that blankety-blank loudspeaker," an irate tenant shouted across the court, "I'll come over and shut it off for you."

"Here's wishin' you luck, neighbor," came the calm reply. "She's been goin' that way ever since I married her."

An Italian and a Spaniard were discussing their native lands.

Italian: "It's so hot in Italy you can cook eggs on the sidewalk."

Spaniard: "Oh, that's nothing. It's so hot in Spain we have to feed the hens with cracked ice to keep them from laying hard-boiled eggs."

ONE DAY IN JUNE

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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HENRY RIPPE
Mechanical Dept.
The Columbia Conserve Company

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

FOR THE CAULDRON

Cauldron readers will welcome the expression of opinion concerning our organization which is given below. It has particular force and value because it comes from the president of a large business organization in Colorado. The author, Mr. Vincent, is a progressive, forward-looking employer who is endeavoring with all his might to introduce liberal and co-operative policies into the mines of Colorado. He spent several days with us recently and had a very good opportunity of judging what the Columbia Conserve Company is doing. Mr. Vincent writes to Mr. Hapgood as follows:

"I've wanted to write you my impressions of what I observed at the plant. It is not easy to convey a full and accurate picture. I had of course already formed an idea of a plant effectively operating on a co-operative plan, but my impressions were in broad outlines and did not include persons and their capacities. There was too in my mind a feeling the organization was still in a state or process of development with future stable self-managing capacity in the distance and depending much on your continued health, life and direction.

This observation is not intended to push you out of the scheme of things on a permanent vacation. But what I saw quite altered my preconceptions of your achievements. You have generated and developed a social mindedness and a capacity for socialized work and sharing of responsibility that upsets the philosophy of ages and in a period of time so short that one's faith and confidence is quickened.

The quality of your product, increasing volume of business, income of workers and net returns, evidence an exceptional financial success, but back of these and accounting for such results there is a relationship and a state of mind entirely new to my experience. I've met it before in individuals, but not in complete group effect. Watching work in all your departments, talking with workers at all sorts of work, heads of departments, men and women, I did not find any evidence of the old superior and subordinate attitude or relationship remaining out of the conventional employer and employe —master and servant—habit and philosophy.

There was nothing in the manner or speech of those in positions of most responsibility that set themselves above others, or into a separate class. Nor was there in the attitude of other workers, in their conduct or speech, anything to indicate the subordinate.

What one is struck by is the sense of fellowship, of partnership, a natural and spontaneous attitude and method—a rational and natural relationship as between equals.

And that this effectiveness in group action—technical requirements of individuals in both operating and directing departments—has been developed in a working group without a thing to distinguish it at the outset from the ordinary group of workers, is sufficient proof to me that every capacity required in industry can be found and developed as Columbia has done. Of course there had to be a beginning. Your own exceptional understanding of people and their potential powers, your faith in them and your understanding of business were indispensable. Someone had to supply these. Fortunately you had the opportunity and disposition to do so. A group having the opportunity to share in management, having developed technicians, learned to work together, acquired their sense of social responsibility, can, I am confident, continue to grow and develop the same qualities and factors in others. I am convinced your group could be transplanted and continue to function effectively. And I think your

group may be the spearhead thrust into an insecure and unbalanced industrial system, in the wake of which there may follow other demonstrations of the necessity to bring about a sharing of both management and ownership. Very few people are persuaded to change their views by argument. Demonstration alone will convince most people. The business mind is notable in being closed by prejudices and habits. It does not believe for example that workers can become technicians. In fact most technicians have come from the workers—if we search out their origin back for a few generations. Science is still a very young man measured by the life or period of progress in the field. It is but a little time since in the western world most of our governors and the so-called noble classes were illiterate. . . ."

We are grateful to Mr. Vincent for the above expression and sincerely hope that he will meet with success in the introduction of a system similar to our own into the organization of which he is chief executive.

It Finally Dawned On Him

For three solid hours the captain had been lecturing his men on "the duties of a soldier," and he thought it was time to see how much they had understood of his discourse. Casting his eyes around the company, he fixed on Private Green.

"Private Green," he asked, "why should a soldier be ready to die for his country?"

The man scratched his head for a moment, and then a smile of enlightenment crossed his face.

"Yes, sir," he said, "you're quite right. Why should he?"

Climate!

It was necessary for taxation purposes to decide on which side of the Canadian and United States border a farm, which an elderly lady had just purchased, actually lay. Surveyors finally announced that the farm was just on the United States side of the border. The lady smiled with relief. "I am so glad to know that," she said. "I've heard that the winters in Canada are often terribly severe."

You may be a fine, upstanding, respectable citizen, but a banana skin doesn't care.

EDITORIAL

For the year ending June 30, we have together produced a net profit of over one hundred thousand dollars. That is a very creditable performance.

During the same year we spent a total of approximately fifteen thousand dollars for the purposes of protecting the health of our employes and that of their dependents. It is safe to assume that vacations with pay during the year cost us in the neighborhood of ten thousand dollars.

Compared with the average business enterprise in any line of industry, we are, indeed, very prosperous. Compared with other companies in the canning industry and notably those engaged in the packing of soups, we are an eminently successful concern. Because of that fact we are commanding more and more attention as each year passes by.

Several causes contribute to our success, among them the plain fact that we are steadily becoming more intelligent and more understanding co-operators, and that means a greater ability to live and work harmoniously with each other.

The results of the year are distinctly encouraging, for during its course we have encountered a period of severe business depression without at the same time having to take a backward step in any direction. In spite of general business conditions that were and still are very adverse, we have continued to march steadily forward and onward. In the course of the year we have made several acquisitions, which in one way or another will become weapons with which we hope to battle our way successfully in the future.

The first of these is the very important fact that as a group of workers we have come into possession of 51 per cent. of the common stock of the business. That means, of course, that we are well on our way towards what seemed some time ago a distant goal—the complete ownership of the entire common stock, and the achievement is very significant in the history of our experiment.

Next is the acquisition of the new plant at Paragon, Ind., and then mention must be made of the new council chamber at Indianapolis. The Paragon plant is to be operated this summer and our experience there will indicate whether we be well advised to purchase further small plants located some distance away from the city.

The council chamber has already contributed materially to the more expeditious conduct of our business. It is a facility calculated to help each one of us to become more articulate in our council meetings, and it most certainly assists in making each one of us aware of the very great importance and seriousness of the task of management in our business.

We begin our fiscal year 1930-31 with hearts full of hope, but fully aware of the difficulties and obstacles ahead of us. We shall not allow success to affect us adversely. On the contrary we shall continue our vigilance, knowing that that is the price we have paid for success in the past and will continue to pay in the future.

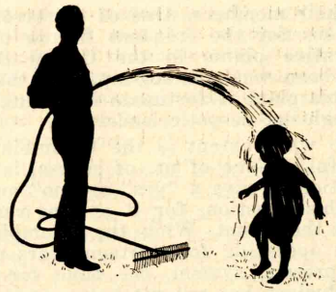
We are now looking forward confidently to the time when we shall own the entire common stock of the company—when in all truth and in the fullest sense we shall demonstrate the fact of workers' control of and ownership of industry.

A CHURCH REPORT ON A LABOR POLICY

In September, 1928, the Rocky Mountain Fuel Company of Colorado entered into an agreement with the United Mine Workers which granted the highest wage scale, except in Wyoming, of any in the bituminous coal industry. The agreement also provided for a plan of co-operation between the management and the men. We have received a report on coal mining from the Committee on Applied Christianity of the Colorado Congregational Conference which states that at the close of 1929 the following results were reported: The total output increased from 600,000 tons in 1928 to 800,000 in 1929.

The output per man increased 1,400 pounds or 7/10 of a ton per day, the cost of production decreased 19 cents per ton, and the average annual wages increased from $1,661.01 to $2,104.30, or 27 per cent. The average number of working days increased from 178 to 216, or 21 per cent., while the average for all coal miners in the state in 1929 was 159 days.

In view of these accomplishments the committee recommends that the State Industrial Commission "direct the attention of other coal mine operators in the state to this successful industrial experiment," because "it appears greatly to have lessened the likelihood of industrial strife," which "has been notoriously and tragically prevalent in the commonwealth."



SOME IMPRESSIONS OF THE COLUMBIA CONSERVE CO.

The human race is at least 100,000 years old. Factories are not much over one hundred years old. Naturally, the human race, in this very short period of one hundred years, has not been able to settle upon a satisfactory way for running factories. Satisfactory ways can be discovered only after many experiments carried on by different firms.

The Columbia Conserve Company is one of the most important of these experiments because it is so different from most of the others. If it succeeds, there will be a disposition on the part of a growing number of plants to follow its example, at least in part. If it fails, there will naturally be a tendency to regard this form of plant organization as unwise. The Columbia, therefore, is not "living unto itself alone" and is sure to have a considerable influence, one way or the other, upon the industrial development of the world.

There are hundreds of existing forms of plant organizations. These for the most part may be grouped into the following classes:

(1) Absolute rule by capitalists.
(2) Rule by capitalists, tempered somewhat by company unions.
(3) Rule by capitalists, tempered by trade unions.
(4) Rule by capitalists, tempered by industrial unions.
(5) Government owned factories.
(6) Co-operative factories.

The Columbia Conserve Company is one of the few that do not fall within any of these classes. In many respects it is a co-operative plant, but it is aided by the outstanding position of Mr. Hapgood to a greater extent than most co-operative plants are aided by any one

of their members. One of the strongest reasons for the frequent failure of co-operative plants in the United States has been weak leadership, and the Columbia plant is fortunate in having able though not despotic leadership.

To what extent is the Columbia successful? None of us, of course, is in a position to give a "yes" or "no" answer to this question, for it is long-run results that count. While the Columbia has been operating for thirteen years under its present system, the time for final conclusions has not yet been reached.

In order to be truly successful, it would seem necessary that a factory have three characteristics:

(1) It must be productive.

(2) It must have a good effect upon its workers.

(3) It must be as democratic as possible.

(1) A factory needs to be productive in order that it may survive, and in order that it may adequately serve the human race.

(2) A factory needs to have a good effect upon its workers in order that it may be decent. This means that it must provide them with at least a "living" income and more if possible; that it must allow them sufficient leisure to enable them to live well rounded lives; that it must require of them an industrious but not a killing pace; that it must see to it that each worker in its employ is eventually given the job for which he is best fitted; that the factory conditions be good, etc.

(3) A factory needs to be as democratic as possible in order that the worker may retain his self-respect. It is not appropriate that the normal man be a chattel slave and neither is it appropriate that he be a wage slave.

Having worked at the Columbia for only a short time, it would be presumptuous in me to attempt to decide the extent to which the factory meets these conditions. Indeed, as stated before, it probably is impossible for any person to arrive at accurate final conclusions as yet, for it is long-run results that count.

I have noted some favorable tendencies at the Columbia with regard to each of the above points.

(1) As to productiveness: The Columbia is the only factory with which I have come into personal contact where the workers are enthusiastic for productiveness. In some plants the workers are actually against productiveness. In most plants the workers are indifferent toward production, except as regards their individual product in the case of piece workers. In the Columbia, in contrast to the above, there is a very noticeable tendency to want the output of the plant as a whole to be as great as possible. There is a loyalty to the plant here which I have not observed elsewhere and which is something like the loyalty which a football player feels toward his school.

(2) As to effect upon workers: The individual income of the average worker at the Columbia is doubtless above that of workers in analogous positions elsewhere, especially when the annual income is considered. The five-day week is a boon which is found here and in some other places, but which is not spreading with the rapidity that we could wish, for it should embrace industry in general. There are numerous benefit features at the Columbia which are highly commendable.

(3) As to democracy: The power possessed by the Columbia Council, to which all employes belong, is of course very great. Every worker is a manager. It is hard to imagine industrial democracy carried further than is the case at the Columbia. What would be the result without the presence of Mr. Hapgood (or his influence when not present), no one can say—no one, for that matter, can say what would have been the result of the early American attempt at political democracy without the guidance of George Washington.

In any case, the fact that the Columbia Conserve Company is as different from other companies makes it for the industrial world one of the most important organizations in existence, and it is being watched with the greatest interest by all who are interested in industrial affairs.

LLOYD M. CROSGRAVE.

Not Very Reassuring

It happened that two men bearing the same name, one a clergyman, the other a business man, both lived in the same city. The clergyman died, and about the same time his neighbor went to southern California. When the business man arrived there he sent his wife a telegram informing her of his safe journey, but unfortunately it was delivered to the widow of the late preacher. What was the surprise of the good woman to read: "Arrived safely—heat terrific."

AN ENGINEER'S IMPRESSIONS OF COLUMBIA

Mr. George Chesney had the pleasure of working with the Columbia group for some months and was asked to write for The Cauldron the impressions he gained during his stay. George keeps pretty busy and asked me to collaborate with him in complying with this request. We went over together our associations and contacts with Columbia, and the following remarks comprise the impressions of both of us.

It is with some timidity that I venture to write anything for The Cauldron because of the high standard of the articles which it publishes. I take a number of magazines, but I never fail to read The Cauldron religiously every month, even to its very good jokes columns, and I must say that such excellent and thoughtful letters as those of Estelle H. Hewson and M. Whicker in the April issue set a pretty high standard for anyone to meet.

Our outstanding reaction to our association with Columbia is that we immensely enjoyed it. We got a lot out of it because there was so much that was unusual, new and refreshing and that stimulated us to think along new lines. Suspicion, fear and the other negative qualities so commonly met with in organizations are absent among Columbia workers, with the result that they are most truly hospitable and make any newcomer, even an industrial engineer, feel at home.

We were of course first impressed with those developments which were new to us, namely, employe ownership, payment according to needs, the power vested in Council, employe salaries and annual vacations. We were next most profoundly impressed with the stage of development attained in those phases of industrial management and modern practice with which we are familiar and about which we feel we have some knowledge. I refer to modern up-to-the-minute equipment, high employe productivity, high operating efficiency and the use of modern management methods. I refer also to those means for safeguarding the physical and economic welfare of employes, which the more enlightened capitalistic concerns are also endeavoring to develop, namely, physical examinations, medical attention, group insurance and old-age pensions.

We were impressed with the frank and open discussions in Council and were amazed at the openness with which usually confidential matters were discussed, such as finances, costs and contemplated sales plans. We cannot visualize such matters being openly laid before the rank and file of employes in any other plant.

Finally, we were impressed with the fact that your daring, pioneering program is actually working out, that your company is successful and that you are showing the world that it can be done.

While you may be interested in these impressions, they are, after all, the impressions that anyone would get who has been associated with you for some period of time. What may be of greater interest to you is to know just how your philosophy, ideas and plans have reacted on the engineering mind—the analytical mind that is supposed to deal with facts, with measurable forces and factors of safety. The mind that analyzes a problem, takes it apart, studies it, synthesizes it, and puts it together again to work in a new and better way.

In regard to your social program, we hardly feel competent to judge. You people have gone so much farther and know so much more about these matters than we do that we would be venturing out of our field in passing judgment. Having lived in your midst for some months and having, we feel, absorbed your spirit, we are sympathetic to your ideas and aims. You are pioneering along lines which are contrary to the accepted industrial philosophy of the day, and this takes a degree of vision, ability, courage, patience and perseverance that should enlist the sympathy and admiration of any fair-minded individual.

The engineering mind should be more competent to judge the operating and economic phases, rather than the social phases of your business. It is in this field that our thought and deliberation in regard to Columbia were most naturally directed. Even here there is little to criticize, and I don't suppose that I can put forth a thought that hasn't already occurred to you or is not already a matter of actual fulfillment.

However, we are sincerely interested in the welfare of Columbia and in the

fulfillment of its ideals and aims. It has made progress and we would like to see it consolidate its gains and move on to greater accomplishment. Furthermore, we do not feel that we would fulfill the requirements of these remarks if we did not express any thoughts that occur to us that might in any way be helpful to the Columbia group. With this idea in mind we will risk the charge of carrying coals to Newcastle and venture some remarks that will be helpful only in so far as they are either new or else already known, but not fully appreciated by you.

In regard to business economics. you all know that a business to endure must make a profit. After the cost of producing, distributing and providing for the welfare of workers is subtracted from the money received from the sale of the product. there must be something left. Otherwise the business is through. No matter what its aims may be, it can no longer go on. One writer aptly says that the greatest word in business is not "gross," but "net." Net, meaning something left.

The first essential to a business is to sell goods. From the economic standpoint, making sales is the most important function of a business. If Columbia soups cannot be placed on the market in sufficient volume to provide income to cover expenses, then the company cannot go on.

The question then comes up: Is the Columbia group to the last man and woman thinking of sales and distribution? Is everyone thinking of ways and means to maintain and extend sales volume? After all, as a group you are capitalists. You own a company the welfare of which is vital to you all, so you should all have your minds attuned to the fact that so long as the company prospers you will prosper.

Assuming that a volume of sales is secured to insure an adequate income, the next step is to see that the income is properly spent; to see that the income is distributed in such a way that a portion of it can be set aside for profit or reserve. This is no more than the principle of the family budget and is a check on extravagance, or any tendency for one function or activity of the business to live at the expense of the other functions.

Every business should set aside something for the rainy day—for those business uncertainties that are affecting so many companies today, and in many instances through no fault of their own. Columbia is doing business in a capitalistic world, and while it may not be a party to the economic forces which cause depressions and sway business, it is subject to these forces and must be prepared to meet them.

The point of these remarks is that all individuals in the Columbia group should have a grasp of sound business economics, because to be permanently successful in its social program it will have to be successful in its economic program. The entire group should have an understanding of the laws that must be adhered to and the policies that must be carried out to make a business carry on successfully. This, combined with its grasp of fundamental social laws, should make the Columbia group an unbeatable combination.

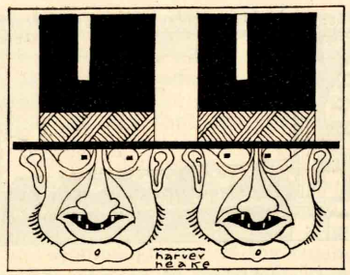
It is our opinion that in spite of the fact that your sales volume is good and gaining each year, the weakest link in your business is in your sales. Your production end is well developed and organized. Your social plan is well worked out and is unquestionably conducive to operating efficiency, and you are alert to modern ideas in equipment and management methods.

We feel that the weakness in the sales end of your business is due to the fact that it has been built up largely through Mr. Hapgood's personal efforts—his ideas, his sales leadership and his personal selling ability. While Mr. Hapgood's leadership has been a dominant factor in all of your activities, it is in your sales end that this leadership is going to be hardest to replace.

Sooner or later Mr. Hapgood will have to be replaced, either by another individual or by some organization arrangement. It appears to us that it would be a fine thing to develop some arrangement to relieve Mr. Hapgood of the burden he is carrying while he is still with you, so that he can stand aside and see the fruits of your efforts and while you may have his counsel and advice. What a fine tribute it would be to Mr. Hapgood for the organization he has done so much to develop to give him a demonstration of the practical working out and perpetuation of his ideals and plans, so that he will have the satisfaction of knowing that he has built something that will endure and successfully carry on of itself.

Coming back again to our first mentioned impression of Columbia, George and I greatly enjoyed our association with you. We are deeply interested in your welfare and extend to you our best wishes for your continued success.

F. R. SHANLEY.



Bachelor: "I've got half a mind to get married."

Another: "That's all you need."

THE NEW AGE NEEDS NEW COMMANDMENTS

Life today is being organized in more intricate and complicated ways. The old individual morality is not enough. Religion must adventure forth into the social order. The minister of tomorrow must add to the ten commandments of personal righteousness ten more of social justice. Perhaps they will be something like this:

I

I am the Lord thy God, but thou shalt remember that I am also the God of all the earth. I have no favorite children. The Negro and the Hindu, the Chinese, Japanese, Russian and Mexican are all my beloved children.

II

Thou shalt not measure a city's greatness by its population or its bank clearings alone, but also by its low infant mortality, its homes, playgrounds, libraries, schools and hospitals and its low record for bootlegging, prostitution, robbery and murder.

III

Thou shalt remember that no civilization can rise above the level of its respect for and ideals of womanhood.

IV

Thou shalt remember thine own sins and build no prisons for revenge and punishment, but make thy courts clinics for the soul and thy jails hospitals for moral diseases.

V

Thou shalt remember that the end-product of industry is not goods or dividends, but the kind of men and women whose lives are modeled by that industry.

VI

Thou shalt press on from political democracy toward industrial democracy, remembering that no man is good enough or wise enough to govern another man without his consent, and that, in addition to a living wage, every man craves a reasonable share in determining the conditions under which he labors.

VII

Thou shalt outlaw war and make no threatening gesture either with great navies or vast military preparations against thy neighbor.

VIII

Thou shalt honor men for character and service alone, and dishonor none because of race, color, or previous condition of servitude.

IX

Thou shalt not bear false witness against thy neighbor by malicious propaganda or colored news, or by calling him contemptuous names such as Dago, Chink, Jap, Wop, Nigger, or Sheeney.

X

Thou shalt remember that when thine own ancestors were savages and barbarians, other men brought to them the saving and civilizing Christian gospel. Now that thou art rich and prosperous, beware lest thou export to Asia and Africa only thy science and efficiency, thy warships, goods and moving-picture films, and forget to export the Christian message and the Christlike spirit also.—Albert W. Palmer, in Federal Council Bulletin.

A Manly Punishment

The small lad of the family had acted so badly that punishment of some sort was necessary.

"Jimmy," commanded his mother, "find a switch and bring it to me."

Shortly after, the bright young man returned.

"I couldn't find a switch, ma," he reported, "but here's a big rock you can throw at me."

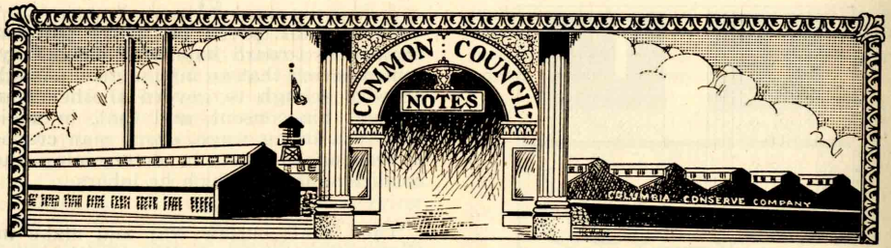
Settling the Argument

Two children were arguing.

John: "It is."

Mary: "It isn't."

John: "I tell you it is, because mamma says it is, and if mamma says it is, it is, even if it isn't."



Special C. C. Meeting, May 29

Chairman, Ken Lucas.

The meeting was called to order and the chairman explained the reasons for the special session.

The Salary Recommendations Committee had discussed a rather difficult case of non-co-operation and had reached the conclusion that discharge from our employ was merited because of it. It was the decision of the committee that enough facts were at hand to warrant immediate action and suggested that a special meeting be called to discuss the case. The question before the meeting was, "Do you wish to discuss this case today or wait until next Monday, June 2, and call a special meeting then?" There was unanimous agreement to carry on the discussion immediately. Enough regular council members were in attendance to fairly represent the group.

Arlie Myers, chairman of the committee, presented the facts of the case as follows:

Wilgust Morris has been criticized before for non-co-operation. A few months ago he was found guilty of rather deliberately taking advantage of his fellow workmen in the kitchen by "soldiering" on the job. He admitted quite frankly to a special investigating committee at that time that he had been doing so and for no good reason. That attitude was condemned severely, but the decision was to give him one more trial. He had received prior warnings on other occasions.

Since last September 23, his attendance record shows a great deal of lost time. Part of this can be accounted for because of our doctor's instructions. Morris has had some physical ailments which necessitated medical care and rest. However, only a part of the lost time could be justified on these grounds according to facts submitted to the committee. The facts of time lost according to record showed that a total of 741.7 hours had been lost since September 23, 1929, which is equal to sixteen and one-half weeks' time out of thirty-six weeks.

More significant data was found in the time lost during the last eight weeks or since April 1, 1930. Before that time Morris was advised to remain at home by our doctor at least part of the time. But since April 1 he has been in good physical condition again and was told by the doctor to report to work. The only stipulation was that he be given light work for a time, and that was seen to by those responsible in the Production Department. During the past eight weeks he has been absent 65 per cent. of the time.

His foreman reported that he could never depend on Morris to be at work and seldom received any explanation for his absences. When he was at work he performed only the lightest tasks and even these he did very indifferently. He seemed to show no appreciation for all the care and protection that the group had provided for him.

Last Monday, May 26, on a day when he was perfectly well aware of the fact that everyone was needed at the plant in order to get out the production scheduled, he did not report at work. He was not ill nor was he needed at home. His car refused to start and without making any attempt to come by any other means of transportation, he just stayed home. He could have walked to the plant in thirty minutes. In the afternoon he went fishing. This seemed to the committee a clear indication of his attitude of non-co-operation and irresponsibility.

The Production Superintendent, believing that some advantage was being taken by Morris, had arranged with the chairman of the Health Committee on Wednesday to have another physical examination made of Morris by Dr. Burkhardt. The doctor was not told of the reason for the requested examination. The report on this was that Morris is in good physical condition at this time and what he needed was a little more exercise.

Confronted with all the evidence, the committee could reach only one conclusion—it was unanimously in favor of recommending the immediate discharge

of Morris. Morris was asked in to the committee meeting, told of the facts found and given a chance to defend his own actions. He admitted frankly that he was guilty of the conduct as charged on May 26, and that the company and the committee had been very fair with him. He recalled quite clearly the last warning given him. He had no explanation to offer for his conduct and attitude.

The recommendation of the committee was that Morris be released from our services as from today, May 29, 1930.

After slight discussion it was moved and seconded that the recommendation be accepted. On account of the slight possibility that there may be health factors which might require further investigation, it was asked that the Health Committee check up again on this phase of the case. This would not interfere with the recommendation now under discussion since it could be handled separately. Taken to a vote there was unanimous agreement with the motion. The usual two-weeks' payment in advance will be granted Morris.

Several members of the Health Committee stated that they had not been kept informed about this case through the Health Committee and several other cases fell under the same criticism. It was believed that more information about all the cases cared for by the Health Committee would be decidedly helpful.

The meeting stood adjourned at 3:50 p. m.

Regular C. C. Meeting, Friday, June 6

Chairman, Ken Lucas.

The meeting was called to order by Chairman Lucas, and the minutes of the last two meetings (one a special meeting held on Thursday, May 29) were read and approved.

The first order of business was a report from the chairman of the Health Committee, Howard Herner. Howard had checked up on the case of Wilgust Morris with Dr. Burkhardt at the request of council at the meeting on May 29. The result was a statement from the doctor that Morris is in good physical condition at this time. This report was accepted.

The next item presented by the chairman was the resignation of Beulah Moffet as recording secretary for council. Beulah's reason for resigning was that she thought she had served long enough and someone else should be given a chance at the job. Her resignation was accepted without comment.

It was suggested that we use a new system to get the attendance record during the meeting. The proposition made was that we have two record books at each meeting, one for employes and one for visitors, and that each individual present be made responsible for signing the register, and in this manner recording his own attendance. These signatures could be transferred by the recording secretary to the formal record and credit be given by the secretary for excused absences for people who are away on company business. It would be the responsibility of the individual affected to notify the secretary of such absences and the reasons for same in order to receive credit. In the cases of salesmen who are away on road work, the information can be obtained from office records.

This suggestion met with unanimous approval and will be adopted as from the beginning of June, 1930.

Two nominations were made for the office of recording secretary, Frieda Marschke and Clarabelle Cook. Taken to a vote, Frieda was elected by a count of 18 to 15.

The next order of business was a request, submitted by letter through the Continental Can Company, that we permit a visiting delegation representing the Amtorg Trading Company of Russia to make a tour of inspection through our plant during the packing season. With no discussion, it was decided by unanimous consent to invite these delegates to visit us at any time they wish and to stay as long as they care to. The secretary was instructed to write them to this effect.

The next item was the presentation of a letter, received by Mr. Hapgood from Dr. Edward E. Zeuch, director of Commonwealth College. This school is an experimental college which is being run on a self-supporting basis, being owned and operated by the faculty and the students. It is a pioneer effort in the interest of self-supported, independent education for workers. During the seven years it has been in existence the faculty and the students have endured many hardships and deprivations in order to keep the school going, and to maintain the aims and ideals which have been set as their goal. Financial aid has been needed to supplement the efforts of the school body and liberal-minded friends have been solicited for aid. It was to this that Dr. Zeuch's letter was directed.

The request for financial assistance for Commonwealth College was discussed at

some length. The history of the school, its aims and ideals, and the hardships it has suffered while pioneering in the field of independent workers education were outlined for council. Social reasons for supporting such a cause during times of stress were presented.

After facts were made clear through discussion and explanation it was agreed by unanimous vote to subscribe the sum of $100.00 annually for the next 3 years.

In addition it was suggested that we ought to form a closer contact with the school by sending a student there for a course of study which would provide us with an opportunity of gaining a first hand impression of the work done there. There is a summer session short course for 8 weeks which begins June 16th for which the tuition is $40.00. Council was in agreement that if we could secure an applicant and have the necessary details arranged with the college on such short notice, we would pay the tuition and travelling expenses and whatever incidental expenses are necessary for the course for the student.

The secretary was instructed to write Dr. Zeuch informing him of these decisions and asking him for data on the possibility of having a student accepted for the summer course. In the meantime anyone who cares to apply for admittance to this 8 week's session should see Dorothea NordHolt on Monday, June 9th.

The next order of business was a discussion of the most suitable date for the proposed visit to our plant by Mr. George T. Pickett, Director of Llano Colony. Mr. Pickett will come to present the story of the colony and to show pictures of the place and its activities. It was suggested that we arrange a special meeting for him and invite the families an dfriends of our employes, as well as giving publicity to it through the local press inviting the general public. This suggestion met with approval. After general discussion of the best arrangement of time from our point of view it was decided to invite Mr. Pickett to come on July 10th spending Thursday and Friday visiting around the plant and attending council meeting on Friday night. Then we will arrange a special meeting, to be held free of charge and open to the public, in our dining room on Saturday night, July 12th, when he will present the story of Llano Colony. The secretary will write this decision to Mr. Pickett and ask for his approval. If the dates are satisfactory we will proceed with publicity for the open meeting.

A letter had been received from Miss Esther Allen, secretary at Llano Colony, asking what the chances were for her to secure a short time job with us for the experience it would afford her. There was unanimous agreement to offer Miss Allen a job with us on wages if she cared to come after July 7th.

Mr. Hapgood next reported to council the decision, reached in the May sales meeting, to pack 5,000 cases of No. 14 oz. catsup at the Paragon plant this fall. These goods will be used as samples if we decide to reenter the catsup business next year. Running them at Paragon will also provide us with data on costs and the equipment set-up at that plant.

The next item on the agenda was the matter of Education both as it related to general class work and to the proposed Sales education. Marion Evans reported on the class work that she has been conducting in English since January and the work that she has been doing with the office stenographers. Progress has been made with the work for those who have attended classes with a fair degree of regularity. However, there has been very poor attendance in many instances which has made the work very hard and retarded possible benefits a great deal.

In an effort to determine group thinking in this matter the chairman asked the following question "Do you think it worth while to carry on the education work now in progress?" Brief discussion tended to show that the group did believe the work worthwhile and should be carried on but that some provision should be made so that those who really wanted to take advantage of the class program could be released from their plant duties in order to attend regularly. It was explained that council had agreed to allow the use of 50 hours a week for education in a class work program. At present we are actually using 17 hours a week. New recruits are always welcome and new class groups can be formed when the need arises. Anyone interested in joining a class should speak to some member of the Education committee, i. e., Albert Hines, Jack Evans, or Dorothea NordHolt, and arrangements will be made to schedule class work for him or her.

General discussion about reasons for non-attendance and irregularity in attendance of those who had signed for class work brought out the fact that the chief difficulties encountered were two:

(1) Need for the services of the students on production lines making it hard to release them for class.

(2) Lack of good planning and serious interest on the parts of some department leaders which made for poor scheduling of work and lack of information regarding possible attendance between students and teacher.

The suggestion was made that we create a definite department of Education and charge all the time spent in direct class work and in committee meetings which deal in social and educational affairs to that account. This would be giving credit to any other department for time spent in what are termed non-productive activities and would not be a charge against direct manufacturing expense.

This suggestion met with unanimous approval and is to be adopted immediately. The Standards department will be responsible for securing the time records on such activities chargeable to Education and turning the data over to the Bookkeeping department weekly so that proper credits can be made on the payroll charges.

It was agreed that an equivalent number of hours may be added to our regular payroll to substitute for time spent in Education work. This would mean the addition of one person if 50 hours a week are used—for example.

Those persons who may have dropped out of class because they thought they were needed in production activities and couldn't be spared are asked to resubmit their names to the Education committee so that they may be reentered in some class. A suggestion was made by one student that it might prove more worthwhile and beneficial if the students were allowed to go to class twice a week so that the time between classes would be shorter and the lesson material fresher in the memory. This suggestion will be borne in mind and will be discussed by the Education committee.

A resume of the education work which is being outlined for the Sales department was given by Dorothea NordHolt. This included plans being formulated for the selection and training of new recruits for the sales force since from 6 to 12 additional men will be needed in the fall for Retail selling work, (which is the name given work done with our Jobber's salesmen). Class work is being planned for the present salesmen and it is the intention to carry through on a consistent program of such work during the time the men will be at the plant during the coming tomato season. Girl demonstrators will be selected and trained so that we will have a contingent of them ready to send wherever there is a call for their services in the fall. This sales education work will be put into active practice as soon as arrangements can be made for it after our vacation period.

This completed the discussion on education and the next topic was "How shall charges for such time as is lost due to personal illness, illness in the family, and pensions be made on our payroll?" There was a distinct belief that such lost time should be charged directly against our health program and not against manufacturing expense as has been the practice heretofore. It was agreed by unanimous consent that such lost time should be charged into a separate account. The Standards department was given the responsibility for keeping these records and turning in a weekly report on them to the Bookkeeping department. Authority was given by council to the Standards department to secure information as to the reasons for all lost time so that these records may be kept accurately. It is requested that all absences and reasons for same be reported to that department.

Arlie Myers stated that due to his work schedule which included a vacation during the next several weeks he would not be able to serve as chairman of the Picnic entertainment committee this year. He asked that someone else be appointed so that arrangements could go forward which would insure the success of the picnic. Council selected Chloe MeHarry to succeed Arlie as chairman of this committee.

Mention was made by Miss Franz that recently some goods which had been held in our warehouse for later shipment in a carload with other goods of ours had been tampered with and several cans of figs had been stolen. The offense of stealing these goods was serious enough in itself but in addition to that we have no way of replacing the missing cans since the figs were packed by a Chicago firm. Council advised Miss Franz to order a case of these canned figs from Chicago so that replacement might be made. It was stated that such stealing was a direct reflection upon the department whose responsibility it was to hold these goods and that the head of the Shipping department should see to it that this thievery was stopped immediately. General concern and disgust with such petty sealing was expressed.

After welcoming the visitors of the evening and inviting them to return, the meeting stood adjourned at 10:00 P. M.

Special C. C. Meeting, June 12

Chairman, Homer Shelley.

The meeting was called to order by the chairman who explained that the purpose

of the meeting was to discuss an applicant for the summer session short course at Commonwealth College.

This subject was a continuation of the discussion on this matter entertained by council at its last meeting. The secretary read the minutes of this discussion and the decision arrived at relative to securing information from the college and the manner of selecting applicants here.

In response to the letter sent to Dr. Wm. E. Zeuch the following telegram had been received this morning.

"Summer session begins Monday. Courses offered in Economics, American History, English, Journalism, Public Speaking.

"Will admit student under usual conditions but without formal application if your council recommends for sincerity, ability, loyalty." Signed Zeuch.

One applicant had expressed a desire to attend the course offered. Lucille Burkhart, of the Standards Department, had submitted her name immediately following the council meeting on Friday night. On Monday Dorothea NordHolt had discussed the proposition with her and had explained in detail the opportunities, the responsibilities, and the possible hardships which might face a student representing us at Commonwealth. Lucille still wished to be considered as an applicant. No one else had mentioned the matter or expressed a desire to apply.

As to Lucille's qualifications—the following facts were submitted:

She is 19 years old and has completed a 4 year high school course graduating last June. She finished with the highest grades in her class for the 4 years work and won a scholarship for the freshman year at Indiana University which she did not use. Last winter she attended a night class in English Composition at Indiana University Extension division and received college credit for it. Her ability, sincerity and loyalty have been demonstrated to the group here during her 11 months service with the company. She is eager to accept the challenge of this new experience.

This explanation met with council's approval and it was moved and seconded that we accept the application of Lucille Burkhart. This was carried unanimously.

The Needs committee will consider how much allowance should be made to Lucille for incidental expenses. Tuition and travelling expenses will be paid by the company.

Dorothea NordHolt asked that an immediate transfer be arranged for someone to replace Lucille in the Standards department during her absence and to assist in that department during rush periods following Lucille's return. It was suggested that the Salary Recommendations committee discuss and decide upon such a transfer this afternoon so that vacation schedules could be shifted to suit the changed conditions. This was agreed to by council.

The meeting stood adjourned at 12:40 P. M.

C. E. Meeting June 13th

Chairman, Homer Shelley.

The minutes of the last regular council meeting were read and approved. Following this the chairman explained about a special meeting held on Thursday noon, June 12th, and the minutes for this meeting were read and approved.

The first order of business was a report from the Special Needs committee—by Arlie Myers, chairman. The committee had been charged with the responsibility for setting an allowance for incidentals for Lucille Burkhart while she is a student at Commonwealth College. After discussion with Lucille, and reaching an estimate based on assumed conditions at the college, an allowance of $25.00 was granted. This would provide the weekly sum of $3.00 Her tuition covering board and lodging—and all of her travelling expenses were paid by the company, leaving only minor incidental expenses to be accounted for.

The committee asked Lucille to advise it if she found that she needed more money than the allowance given her for these items. Council accepted this report by unanimous agreement.

The next report was from the Salary Recommendations committee—by Arlie Myers, chairman. In response to the request from the Standards department that someone be transferred into that department to replace Lucille Burkhart the committee had met and discussed the problem. Three girls had been considered for the job—Garnet Lohman, Dolly Franklin, and Mildred Hamilton. While all three girls had desirable qualities for the work the choice finally fell on Garnet Lohman. She has been in the employ of the company the longest and while she has received some severe criticisms in the past she has seemed to profit by them lately and has shown improvement in her conduct and her attitude. Because the committee thought that a change of work

might provide a new stimulus for Garnet for still further branching out and improvement the recommendation is that she be transferred to the Standards department immediately. This recommendation was accepted by council with unanimous approval.

The committee also reported on the discussion it had entertained on the case of Harry Van Devender. Harry came into our employ on salary with the understanding that there would be a review of his performance at the end of three months and if his services did not seem satisfactory he would withdraw. The three months period is finished and a review was made. Eight people had been called before the committee and interviewed as to opinions about Harry's work and attitude and each was asked whether he thought Harry should be retained in our employ or asked to withdraw. There was an overwhelming opinion expressed in favor of asking him to withdraw.

The chief criticisms made of him were:

(1) That he shirked hard or disagreeable work and tended to try to get by as easily as possible—often at the expense of his fellow workers.

(2) That he had grossly exaggerated his own accomplishments and misrepresented his technical abilities when he was employed.

(3) That he was boastful and a braggart and annoyed his associates with his incessant bragging which was not borne out in practice.

However, after thorough discussion the committee had agreed, due to the fact that Harry had had some difficulty in becoming adjusted to doing manual work and his back had bothered him considerably during his first six or eight weeks with us—and that during the past month some little improvement in his performance had been shown—that he should be given a little further trial. He was called before the committee and told frankly of his faults and shortcomings and given fair warning. This report was given merely as information to council and was accepted as such.

The next report was from the committee on ventilation of the Kitchen and Capping Rooms, by F. A. Pohl, chairman. A recommendation was submitted based on a proposition made us by the Ilgin Engineering Co. This company has asked us to install one of their fans which they will furnish for a 30 day free trial. This will require the building of an air-duct by us and this will provide the intake of fresh air. If this fan proves successful we will need two more fans to complete the equipment needed for the Kitchen. The cost of each fan will be $170.00 with about the same cost for building each air duct. This would involve a total cost of approximately $1,000.00. After explanation and discussion it was moved and seconded that we accept the recommendation of the committee. The motion was carried unanimously.

The next report submitted was from the Health committee by Howard Herner, chairman. John Thomas is getting along nicely. Mrs. Irving Anderson has returned home from the hospital and is improving. Cecil Knapp had his tonsils removed on Monday, June 9th, and has gone on his vacation now, having recovered from the operation. John Passwaiter was reported as suffering a good deal of pain from the sprained ankle he got when he fell from a ladder last week. Powers Gregory will probably have to have the bone in his thigh rebroken and a piece of silver plate will be inserted. He has made good progress generally but there is danger of contraction of certain muscles causing a shortening of the leg later if the proposed method is not adopted. Mr. Hapgood had been in the Methodist hospital for a four day observation and series of tests recently and had been released with instructions for general care of his health. He is improving and a period of rest and relaxation will probably restore him to good physical and nervous condition again. There were five tonsil operations planned for Friday, June 13th; three children of Vieb Postma, Lawrence Roberts and Mrs. Wm. Kalscheur. This concluded the resume of the new cases under the care of the committee during the last several weeks.

In response to a question asked Dr. Burkhardt about the plans for a full time doctor to be added to the plant staff which were to be reviewed in June he stated that he has certain recommendations on this matter to present to the Health committee for discussion. A further report on this will be made to council in the near future.

The next item of business was a question asked by the chairman as to whether it was the pleasure of council to employ a special stenographer to take a verbatim report of the annual business meeting on July 11th. It has been our custom in the past to have a verbatim report made of the annual meeting. In the discussion on this matter it developed that there was a preference for having the report made in the usual manner using our own secretarial machinery this year instead

of employing a special stenographer for a verbatim report. Since this met with general approval it was so ordered.

The secretary read the weekly report from the director of Publicity next and explained the new ads being used in the "Christian Science Monitor" Saturday editions and "The World Tomorrow." The new ad in "The Monitor" creates a mail order department since we agree to send a 10 can assortment of soups for $1.00 to anyone writing in for same in order to introduce our goods to interested persons and to inform them how to get our products under the private labels to be found in the district where they live. The type of letter being sent in reply to these requests was explained and a typical reply letter was read to council. With reference to the use of "The Inter-Ocean Syndicate" as a news agency for our publicity work, council's attention was called to information regarding this which would be found posted on the bulletin board.

A letter received from Mrs. Marion E. Berry of Hollywood, California, accepting our offer to her of a salaried position as secretary to Mr. Pinchon was read to council.

A letter from Mr. Pinchon regarding a proposed change in his working schedule and the adjustment of his salary to meet this change as well as a request for an office expense allowance was read to council. His suggestion covered the following 3 points.

(1) That he devote another day a week to our publicity work making it a full five day week since the volume of this work now required that much time.

(2) That in order to adjust his income from outside sources to this new schedule he would require another day's salary from us in order to meet his needs.

(3) That he continue to use a room in his home as his office as the most economical and convenient arrangement under local conditions and that we allow him the weekly amount of $3.75 to cover expenses for office, equipment, and services.

After explanation by Mr. Hapgood about the need for the extra day's time and the use of a room in Mr. Pinchon's home as an office, and discussion on the three points involved it was moved and seconded that we grant the request for an allowance of $3.75 per week for office expenses. This was carried unanimously.

There was rather full discussion on the matter of the salary adjustment and explanation about special needs required because of previously established standards of living. It was moved and seconded that we grant the addition of 25% to the weekly salary of Mr. Pinchon for the addition of another day to his working schedule. This was carried unanimously.

The secretary reported that Miss Magee and Miss Gannet from the Consumer's League of Ohio and Miss Siegworth of the Y. W. C. A. of Cleveland, Ohio, were coming to visit us for several days in July at our invitation and expense. These three will probably form the nucleus of an auxiliary committee on Publicity in Cleveland for us.

Jack Evans reported on the developments to date in the matter of negotiations leading toward the possible unionization of our company. There is to be a meeting of the union delegates at a national convention of the A. F. of L. in Atlantic City in September to which we have been invited to send a delegation to discuss unionization plans. Further discussion about this matter will be entertained in July at a council meeting on the 11th or the 18th.

Jack Evans reported on the following cases embracing requests for possible employment with us.

A Mr. Brinson of Monticello, Miss., had come to see us bringing a recommendation about his general character from Mr. Boyd Gurley. He was 42 years old, was married and had 1 child 17 years of age. He had no special qualifications for any particular job with us and was just finished with a job as census taker. Since we have a long list of applicants from the Indianapolis locality, it was the sense of the meeting that we have nothing to offer Mr. Brinson at this time.

The next case was that of Miss Evelyn Chrishensen, a young Industrial Secretary of the Y. W. C. A. in Turtle Creek, Pa. She had written asking for a job with us for about a year in order to gain industrial experience. Mr. Hewson and Mr. Albert Armstrong had talked with Miss Chrishensen while they were in Pittsburgh recently and both had been very favorably impressed with her. After brief discussion in which the relative merits of asking her to come on wages or salary were mentioned it was moved and seconded that we offer Miss Chrishensen a job with us on wages. This was carried without opposition.

The next case was that of Morrison Handsaker, a young man from Portland, Oregon. He, too, had written asking for employment with us for much the same reason as Miss Chrishensen. The two cases were so similar that not much further discussion was needed. It was moved and seconded that we offer Mr. Handsaker a job with us on wages. This was carried unopposed.

Albert Armstrong reported that the figs, which had been discussed at the last regular meeting during his absence from the city, had been received under his supervision. They had come in badly damaged cases and several cans had been reported missing on receipt of the goods. In addition a prohibition agent had come to the plant and taken several cans for the purpose of testing the contents since the figs had been packed in specially treated wine. These had been taken without asking anybody's permission. These goods were being carefully rechecked to see just how many more cans might be missing.

Arlie Myers reported to council that he had been appointed a director in the Smoke Abatement League following upon our suggestion that we have a representative in the league activities. Council was pleased with this announcement.

The chairman next introduced some visitors from the Real Silk Hosiery Mills. Mr. Martin Carpenter expressed his pleasure at the opportunity he had to listen to the discussions of the evening and the dinner he had enjoyed with us. He mentioned his interest in our experiment and compared some of the methods of representative government employed in the Employes' Mutual Benefit Association at the Real Silk to certain procedures of ours. He invited us to attend some of the meetings of the E. M. B. A. and to inspect the Real Silk Mills.

Mr. Price also expressed his interest and his pleasure in the activities of the evening and in our manner of conducting the business.

The chairman thanked Mr. Carpenter for his kind invitation and invited the visitors to visit us again when ever they cared to.

The next regular meeting of council will be held on July 11th. The meeting stood adjourned at 10:00 P. M.

Sweet Young Thing: "What kind of a husband would you advise me to look for?"

Married Woman Friend: "You let husbands alone, my dear, or you'll get into trouble. You look out for a single man."

Obey That Impulse

The head of a large business house bought a number of those "Do It Now" signs and hung them up around his office. When, after the first few days of these signs, the business man counted up the results, he found that the cashier had skipped out with $20,000, the head bookkeeper had eloped with the stenographer, three clerks had asked for a raise in salary and the office boy had lit out for the West to become a highwayman.

A salesman bringing his bride South on their honeymoon, visited a hotel where he boasted of the honey.

"Sambo," he asked the colored waiter, "where's my honey?"

"Ah don't know, boss," replied Sambo, glancing at the lady cautiously. "She don't wuk here no mo."

Mrs. Currie (to husband): Now tell me, dearie, what really made you stop drinking?"

Currie: Well, you see, last time your mother was here I came home late one evening and saw two of her, and that scared me.

UNEMPLOYMENT

Unemployment is a world-wide tragedy. It is greatest in Germany where the International Labor office puts it at about 20 per cent. Unemployment in the United States is estimated by the same authority at 16 per cent.—5 per cent. higher than in Great Britain, where it is a major issue. Conditions are very bad in Italy, Poland, Australia and Japan. France has a record of practically no unemployment at all. This is probably due to several causes, some of which are not likely to last. They include the rehabilitation of the devastated regions, a job which is now pretty well done, and the nature of French industries which still operate in rather small units which can adjust themselves to changed conditions somewhat faster than big industries employing mass production. French employment has also been secured by a process which means very low real wages for the workers. Russia reports less than one per cent. unemployed. But this applies only to registered workers and takes no account at all of the plight of millions of the old bourgeoisie who have no regular jobs at all. It must not be forgotten that of all these nations, the United States does the least to relieve the plight of the unemployed. It does not even know the number, and the census estimate is neither scientific or accurate. For one thing it took no account of those who only work a day or two a week.

The terrific unemployment in Germany is of itself a reason for a little doubt as to whether the Germans can or will pay reparations indefinitely under the Young plan or any other plan. The first three hundred million dollars of bonds have been successfully sold to private owners in five countries. They are well guaranteed so long as Germany keeps going. The extreme criticisms of Mr. MacFadden, chairman of the House Committee on Banking, have been met and some of his statements have been shown up as inaccurate. Nevertheless, S. Miles Bouton, correspondent of the Baltimore Sun, in a gloomy dispatch about German conditions, writes: "I know no German who honestly believes that reparations can be made for any considerable number of years." It is neither just nor reasonable to think that any ingenious device will enable any nation to pay great sums to the government and citizens of other nations if from a fifth to a quarter of her workers are to be unemployed without any immediate sign of better conditions on the horizon. Payments by such a nation are bound to be at the cost of cheap labor, which will depress standards everywhere and sooner or later something is likely to blow up even in patient Germany.

NORMAN THOMAS.

Not So Resourceful

"When I was young," said Aunt Jane, "girls never thought of doing the things they do today."

"That's probably why they didn't do them."

A Good-Night Message

The patter of tiny feet was heard from the head of the stairs. Mrs. Smythe raised her hand, warning the members of her bridge club to be silent. "Hush," she said softly, "the children are coming to deliver their good-night message. It always gives me a feeling of reverence to hear them. Listen!"

"Mamma," came the message in a shrill whisper, "Willie found a bedbug."

Words of Wisdom

Teacher: "Why is English called the mother tongue?"

Tommie: "Cause father never gets a chance to use it."

The Customer

"This is the first tender steak I've ever had in your shop."

Meat Cutter: "My goodness, you must have the guv'nor's."

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The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
—Shakespeare—

Vol. 4 **AUGUST, 1930** **No. 7**

MAYNARD COLE
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The Columbia Conserve Company

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

BATA, THE SHOEMAKER

By Norman Hapgood

When Jack Evans heard that I was going down into Czecho-Slovakia to talk to a famous shoemaker, he asked me to write the CAULDRON something about my trip.

The article which I was preparing for commercial publication does not touch at length on the social side, in the sense of the effect of the business on the minds of the employes, although it goes a little into that field. It is concerned mainly with Bata's contributions to European prosperity, which have been in putting prices down, not only of shoes but by indirect influence of most necessary articles, at the same time that he was putting wages up. It tells about how his great technical efficiency is based on competition between his various departments. Each one of his 32 factories is divided into units, and each unit shares in the profits according to its own contribution to those profits, which is determined by a complicated kind of book-keeping. The new point is that when the individual shares in the profits it is not when he has done nothing to increase the profits, nor is it a merely individual matter; it is when his small unit has had a good record, which makes necessary the co-operative efforts of the members.

I talked a long time with Bata, but we discussed those things which help to explain his enormous success in the last six years. There would have been no use in asking him about ethics as they are practiced in the C. C. Co., as he has made clear frequently that he does not believe in altruism. He asks only three main things of his employes, to know how to make money, how to spend it wisely, and how to save it. Unless a man can do all of those things Bata throws him out. In order to fit him for those things Bata puts his apprentices through a severe course of training, physical and intellectual.

When my longer and more general article is published I shall send a copy to Evans, to make such quotations as he thinks fit in the CAULDRON. It inevitably deals with problems utterly different from those we face in Indianapolis, because of difference in size, but also because of the differences between conditions in Europe and those in our country.

Bata's spectacular success in conquering new markets has made him the center of many attacks. Many articles in European pamphlets and periodicals have discussed him, for and against, and one book has been written against him and one in favor. From the labor point of view the attack is that he works his people too hard, that he opposes trades-unions, and that his employes leave him after a short time.

Part of these charges are true in fact, whether or not they are true in meaning. He has learned some things from the criticisms of the unions, and acted on them, but his main answer to them is, "I pay better than other employers. I give the employes far pleasanter and healthier surroundings, and a more varied and worthwhile life. So what is the use in tying up with you?"

Readers of the CAULDRON know as well as I do what the trades-union answer is. There is one difference that ought to be considered, however, namely that the laws of Czechoslovakia are severely socialized, so that protection to labor in matter of hours and other conditions is enforced in an enlightened modern way by the state.

Bata distinguished sharply between the present moment and the ultimate aim. As things are now he keeps his people going at a gallop for all the eight hours permitted by the law, but he sees no reason why there should be more than seven hours work when all probable improvements have been made in organization

and in machinery, two departments in which he has been an innovator.

There is no democracy in the sense in which our company is a pioneer. Bata is the absolute commander of his sixteen thousand people, everybody is responsible to him and acts on orders coming from him. There is democracy, however, in some other ways. Bata hates to go outside his own employes for skilled help and seldom does it. Nearly every place is filled by promotion. There seems to be a man-to-man relation that effects everybody. And I must say that never in my life have I seen a large crowd of happier faces and manner.

When it comes to the criticisms based on the quick turn-over in employment a number of things have to be considered That most of the employes are young is an inevitable result of the terrific rate at which the business grows. Bata feels the need of more older men than he has. But these simple peasants don't like to work in industry late in life, unless they are among those who get the higher positions. In ten years they save enough to own a house and garden and settle down among their people, in the neighboring villages, in comfortable circumstances, as their standards go.

The women leave still earlier, because the habit is to marry early, and married women are employed only for short rush seasons, unless the circumstances of the particular case are unusual. The women I saw in Bata's factory-village, with its altogether charming houses and gardens, were largely the wives of employes, and there were an extraordinary number of babies and small children all about.

The hospital, I imagine, is one of the finest in the country. It looks it, and a distinguished physician is manager of it. He is the one employe who is not under Bata's orders, because he refused to be, and Bata at once saw that he knew his business.

The moving picture theatre goes in a good deal for educational films, and admission is three cents. As to the restaurant, where I was eating, I noticed one girl taking such a square meal that I got the cost later, and it was nine cents. There is a fine football field, and boxing and wrestling are favorite sports. Of course in a specially-created town, in a beautiful country region, much is possible that cannot be expected in our big industrial cities, at least until co-operative spirit takes the form of buying up large tracts to be built up into communities of pretty homes, gardens, and playing fields, with buildings for entertainment, instruction, and family conveniences such as restaurants. Some time, I imagine, these industrial home units will be frequent, and will include their own schools for the children. In the school which he runs for the apprentices, Bata insists absolutely on physical vigor, as illustrated by open windows, sound diet and regular habits. The young person who goes successfully through that school has to live up to standards that are physical, moral and intellectual. He is taught that if he does live up to these standards there is no limit to the distance he may go, but that if he does not he will be scrapped.

Bata has a works-council, merely because it is provided for by the law of the nation. With him it helps to smooth some details, but it has no such powers as were exercised by the Columbia council even in its first years. What may happen in this peasant country in decades to come it would be futile to guess now. The present job, as far as Bata comes into the picture, is divided into two parts. National law takes care of what socialization, in the altruistic sense, is demanded by the leaders of public opinion. Bata takes care of the job of giving a larger result for an hour's work, and on that side of the human problem he is contributing more than anybody else in the old world. It is for that reason that he is so often called the Henry Ford of Europe. In accomplishing his greater productiveness he has used familiar methods of modern efficiency, but he has made one great invention by which the future is likely to remember him: the breaking up of a huge unit into other units large enough to compete with one another and small enough to enable the individual to be felt.

Gold Murder Mystery

Two crack golfers sliced their drives into the rough and went in search of the balls. They searched for a long time without any success, a kindly old lady watching them with sympathetic interest.

Finally, after the search had lasted half an hour, the dear old lady spoke to them.

"I don't want to bother you, gentlemen," she said, "but would it be cheating if I told you where they are?"

Teacher—Why is a nautical mile longer than a land mile?

Fresh Fred—Because things swell in the water.

EDITORIAL

Among the many matters we hear very frequently discussed at the Columbia is the subject of an individual's attitude.

Usually when a person's attitude is referred to, it is because that person is deemed by one or many of his associates to have shown a bad attitude in some way or other and to some degree. This is so because a certain "good attitude" is expected of each employe, and the existence of it calls for no special mention.

Since the term "bad attitude" is so frequently used at the plant, it has become one of those terms used glibbly by people without considering exactly what it means, and many people who use the term would find difficulty, if suddenly called upon for an explanation of what they mean, in defining the term satisfactorily.

So even while each one of us recognize a good or bad attitude almost immediately one sees it, it is very difficult to define what constitutes the one or the other, and it would be a good thing for each one of us to dwell upon the subject once in a while and try to clarify our thought about it.

As a general rule, persons who show what is called a bad attitude within and towards the group are almost wholly unaware of their offense or shortcoming, and are generally very surprised when told of it. That indicates that one drifts imperceptibly into an attitude and causes unfavorable comment to be made of one by one's associates at a time when one least expects it.

Attitudes, good and bad, spring from many diverse circumstances and conditions, some of which are objective, that is, they belong to the world around us, while others are subjective—are part of our beings.

Both sets of conditions and circumstances are subject to modification and change if we so will it and set our hearts on the task.

No individual wins for himself praise or blame without having in some measure earned it. If unfavorable criticism of a man or woman is general, then it is safe for him to assume that he is himself largely responsible for such a situation. The defense that one is misunderstood in what he says and does is in no way satisfactory, for one owes it as an obligation to himself and his fellows to prevent such misunderstanding; and the defense of ignorance is still more inadequate, particularly in those persons who have had a fairly lengthy opportunity of watching the operations of the Columbia Conserve Company.

If there is any one thing which composes the core of what is called a poor or bad attitude, it is the tendency which we so often see displayed by individuals to place their individual and personal interests before and above those of the group.

It is very often easier to define what is meant by a term by seeking to find out what is meant by its opposite. This, of course, applies to conduct or attitude, and to make our meaning clear, we might ask the question of what is it that goes to make up a good attitude on the part of a Columbia worker? We have already said, in so many words, that to seek one's own personal safety and well-being at the expense of the group is to be anti-social, and, therefore, to be a poor member of a group aiming at social rather than individual good. If we watch closely the conduct and attitude of those people who stand high in the opinion of their fellows at the Columbia, we can tell what attributes they possess, and by contrasting them with others who have no such attitude we might be able to arrive at a definition of our subject matter. A good Columbian is primarily and almost exclusively concerned with the well-being of the group as a whole. He is always willing to give of his best at all the tasks he undertakes. He is equally unwilling and hesitant to do certain things that militate against the well-being of the group, and his conduct towards each of his fellows is always colored by a desire to help and assist the other fellow even at great cost to himself. There has developed, during the last ten years, within the Columbia Conserve Company, a code of morals which in many ways is sharply differentiated from the code of morals prevailing in the outside world.

To understand this moral code requires a good deal of genuine intelligence and a fair supply of discrimination. One of the imperative commands of this moral code is that it urges the individual at all times to identify himself completely with the group.

If one does this, one is not likely to speak of the company as "they" and "them," nor is one likely to consider that there is any difference between one's own and one's associates' interest. This task of identifying oneself with the group is hard of accomplishment, but by seeking it as a goal, one is almost certain to show an attitude of which others will approve.

FROM COLORADO!

In the columns of the Christian Century for July 16, 1930, there appears the following editorial article:

"No better example of the religious use of an enlightened social conscience has appeared recently than the resolutions adopted by this year's Colorado Congregational conference. In this document the Congregational ministers of that state prove themselves not content to speak on general issues such as are everywhere under discussion, but they have taken up three specific situations peculiar to Colorado, and in each case have formulated an ethical issue of an inescapable nature. Thus, in a state where savage outbreaks have occurred in the penitentiary, there is a protest against the appointment of a militiaman with a bad record in industrial troubles as deputy warden, and a constructive program, involving the introduction of enlightened methods of penology, is outlined and demanded. In a state where, during the opening weeks of the present year, there were twice as many applications for divorce in the city of Denver as there were issuances of marriage licenses, one of the most sensible and complete marriage codes we have seen is proposed for adoption. And in a state where conditions within the important coal industry have become a national eyesore, generous recognition is given to the industrial policy of the Rocky Mountain Fuel Company and the important production results achieved under it, and the people of the state are urged to buy their coal from that company and told how to go about doing it. This latter resolution represents a long advance step in the application of the social gospel. If church groups with standing like that of the Colorado Congregational association should begin to extend the list of recommendations to the products of other companies, there might soon be a furore that would make clear the gulf that exists between most industrial practice and the Christian ethic."

The above makes cheerful reading for those of us who have felt uneasy because of "the gulf that exists between most industrial practice and the Christian ethic."

We are glad to find the efforts of the Rocky Mountain Fuel Company were given generous recognition. This company deserves it. It is performing an important and very difficult task in anything but a favorable atmosphere and environment.

We hope that as time goes on, church groups of all denominations will express their opinions about industrial problems and industrial situations as freely and candidly as the Colorado Congregational Conference has done this year.

PAYING $135 ON A $15 DEBT

How mercilessly poor people are robbed when they have to turn to loan sharks for credit in a time of need, and have no credit union of their own, is shown by the following Federated Press story from Greenville, S. C.

Thomas Young, a Greenville county Negro, was worried. He took his troubles to the city recorder. His wife had borrowed $5.00 on his furniture and skipped. Young wanted to know if he should pay the debt.

"Judge, this isn't the first time she has borrowed on me," he explained. "Back in 1927 she borrowed $15.00, and I have been paying it back at the rate of $3.75 a month."

The judge figured for a moment. "That makes $135.00 you've paid on a debt of $15.00. Have you paid the debt clear?"

"Not yet," said Young, looking very downhearted, "I still owe $29.50."

Your Move, Sir

In a country newspaper appeared the following advertisement:

"The man who picked up my wallet in Fore street was recognized. He is requested to return it."

In the next issue this reply was published:

"The recognized man who picked up your wallet requests the loser to call and get it."

Nothing But

He: "You're so good at conundrums—try this."

She: "Sure, go ahead."

He: "Take away my first letter, take away my second letter, take away all my letters, and I am still the same. What am I?"

She: "That's easy. You're a postman."

THE WORKER'S SHARE OF THEIR PRODUCTS

What share of the workers of different countries get in the wealth they produce is indicated in figures quoted by Julius Klein, Assistant Secretary of Commerce, writing in the Magazine of Wall Street. The American worker is among the most exploited, in the light of the small share he gets in wages of his enormous productivity, in which regard he leads the world. The American wage earner gets an average wage of $30.72 a week as his reward for producing $5,192 in goods per year, according to Klein's figures.

The largest share of the wealth produced is received by the workers in the Soviet Union, the article shows, although the poverty of the country and its backwardness in machine production keeps both output and consequently wages low. Out of the average machinery output of $980 a year, the lowest of any of the industrialized countries, according to Klein, the worker in the Soviet Union (skilled and unskilled combined—the figures for other countries being for skilled workers) averages a weekly wage of $10.35. British labor comes next, with $14.33 weekly wages for an annual output of $1,432. The Canadian worker produces goods worth $4,225 and gets $30.58 per week. In Australia the wages are $23.33 and the output $1,800. In Sweden the wages are $14.76 and the output $2,000. The Swiss worker gets $14.10 and produces $1,511 a year. The German is paid $11.00 a week and produces $1,527 a year.

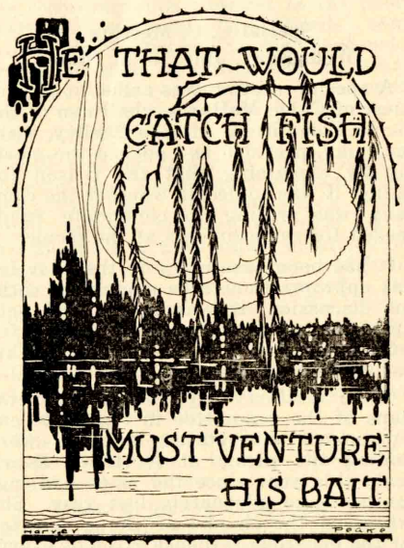
For drastic exploitation of low-paid labor the notable countries are France, Czecho-Slovakia, Belgium and Italy. The French worker gets $8.51 and produces $1,459 per year; the Czech is paid $8.11 and produces $1,197; the Belgium wage is $7.43 for an annual production of $1,560, while the Italian worker, under Fascist dictatorship, is paid only $6.81 a week to produce $1,771 a year in goods. In other words, the Italian wage worker today, producing one-third more than the British worker, gets less than half his pay, and while producing 80 per cent. more than the Soviet worker, gets only 70 per cent. as high a wage as the Russian.

Misfit

Biddy: "Did ye bring home that pane of glass for th' kitchen windy, Pat?"

Pat: "Oi did not, Biddy. Oi was after a twilve be fourteen, an' the only size they had was fourteen be twilve."

Biddy: "Ye fool, why didn't ye git it? Ye could have put it in sideways, couldn't ye?"



Milt Fall had been fishing, but with bad luck. On his way home he entered a fish market and said to the dealer, "Harry, stand over there and throw me five of the biggest of those trout."

"Throw 'em? What for?" asked the dealer in amazement.

"I want to tell the family I caught 'em. I may be a poor fisherman, but I'm no liar."

A guide showing an old lady over the zoo, took her to a cage occupied by a kangaroo.

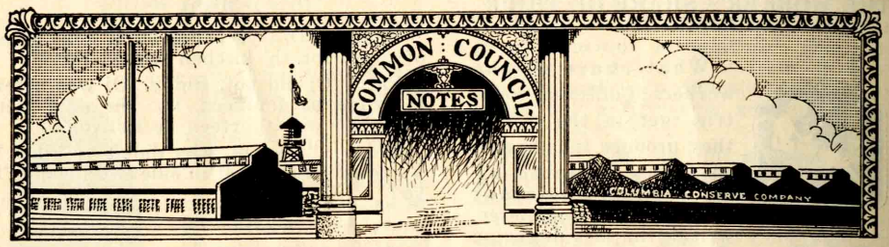
"Here, madam," he said, "we have a native of Australia."

The visitor stared at it in horror.

"Good gracious," she said, "An' to think my sister married one of them."

Parson: "Does you all take this man fo' bettah or fo' worse?"

Bride: "Lan' sake, parson, how kin Ah tell so soon?"



Special C. C. Meeting
Wednesday, July 16, at Noon

A special meeting was called at the request of Chloe MeHarry, chairman of the Picnic Committee. Homer Shelley, vice-chairman, presided and opened the meeting by explaining that the reason for calling it was to decide whether the company was willing to contribute funds needed for refreshments at the picnic.

It has been customary in the past for this appropriation to be made and, without discussion, it was moved and seconded that we appropriate up to $100 for refreshments at this year's picnic. This was carried unanimously.

Chloe MeHarry explained the general plans of the committee in regard to entertainment and stated that we were holding the picnic at Northern Beach again this year since the place had met our needs so adequately last year. She expressed the thanks of the committee for the generous response given by everyone in donations for prizes. Everyone was urged to attend and bring his family and to come prepared for a good time.

It was explained that there would be a charge of 10c per person over 12 years of age made as an entrance fee by the owners of the park. Discussion as to how this would be paid resulted in consent that this charge be met by the individual.

The meeting stood adjourned at 12:30 P. M.

Regular C. C. Meeting, Friday, July 18

The meeting was called to order by Vice-Chairman Shelley and the minutes of the last meeting (Annual Business Meeting) were read and approved.

The chairman asked if anyone cared to ask questions about or discuss further, the figures submitted by the treasurer in the annual report which was presented at the last meeting. No further discussion was forthcoming so the chairman proceeded to ask for various committee reports.

W. H. Hines reported for the Ventilation committee that nothing had been done as yet toward the installation of the system decided upon in the meeting held on June 13, 1930. The reason given for this delay was the absence of the head of the Maintenance department who was away on vacation.

Chloe MeHarry said there was no report ready from the Laundry committee since nothing further had been done in the matter of the proposed extended investigation asked for by council at the meeting of May 16, 1930.

There was nothing to report on Sales.

Chloe MeHarry reported that the Picnic committee had all arrangements made and everything was in readiness to provide the group with a very good time. Everyone was urged to attend and to bring his family.

There being no other reports ready the chairman called for discussion on the question of "sex discrimination in the matter of wage rates." This question had been placed on the agenda at a recent council meeting by one of the girls in the Label department.

A general survey of the present situation and method of handling this problem was given by Jack Evans. He stated that it was true that our practice has been to start all men at 40c per hour with additions as needs differentials as circumstances or status warranted; and all women at 30c per hour with special needs allowances when conditions merited them. We have no rule or principle which would justify this procedure and as a matter of fact there is no mention of sex in the wage rates we have set—merely that the minimum is 30c and the maximum 50c per hour with a guaranteed 50 hours per week. The only reason for the automatic 10c difference as it has been applied has been a matter of precedent and custom.

This way of handling remuneration for services is quite contrary to our accepted principle of payment on the basis of need and is the only phase in our present system of payment where sex discrimination is practiced. In the matter of salaries the theory and the practice is based on needs and men and women are considered on an equal basis. In the matter of wages the theory has been on the basis of equality but the practice has been one of discrimination.

In the general discussion of this problem a number of persons expressed the opinion that our basis for wage payment should be on the same principle as salary payment and that needs should be the factor deciding the amount. Several people were of the opinion that the 40c per hour figure should be applied equally to men and women since a decent standard of living for a single person maintaining himself required $20.00 per week. Of course we have wage differentials for dependents distributed on the same principle as our salary differentials are.

Several other points of view were expressed which were contrary to this principle. One of these was the fear that if we paid the women wage workers as much as the men wage workers it might prove a temptation to us to give the women very heavy manual labor jobs comparable to some of the heavier jobs performed by men and this would prove to be a physical hardship. This argument was refuted as unsound reasoning and had not proved to be the case in our reactions to equality of salary incomes. In addition there was a further point about productive contribution in that mere heavy manual labor was of no more value than some of the more delicate tasks such as garnishing in the kitchen, or handling empty cans, or multigraphing labels, etc.

Another point was that if we maintained our present rates we might be able to give a greater number of people a share in the same total amount as would be involved in the increase to the women.

The going rate for similar jobs in the open, competitive market, based on supply and demand, is considerably lower than our present rates for either sex. However, this angle of the problem did not enter into the discussion except as a reference as being contrary to our beliefs. It was stated several times that our principle of payment based on needs should be our determining factor, and that this should be limited only by our ability to pay, as is our accepted theory.

Finally, since it was considered unwise to reach any definite conclusion as a result of this preliminary discussion, it was moved and seconded that this matter be turned over to the Special Needs committee for detailed consideration and that a definite recommendation be brought back to council about it at our next meeting. This was carried unanimously.

It was mentioned, too, that the method of handling salary adjustments due to change in status of married people who are recipients of double incomes and whose rate of income fluctuates—especially where either the husband or wife is employed periodically, is not very satisfactory because of lack of machinery for recording such changes in the bookkeeping department. The "Needs" committee was instructed to include consideration of such recording machinery and to bring in a recommendation concerning it at the same time it reports on wage schedules.

Still another factor in our system of payment was presented for reconsideration. This was the rule which places single persons between the ages of 18 and 20 years at a minimum of $19.00 per week. With slight discussion which included a review of the reasons for setting this rate, as given in the council minutes, it was decided to refer this matter to the Needs committee for further consideration and that body is asked to return a recommendation on it to council at the next meeting.

The next order of business was a series of questions asked by the bookkeeping department as follows:

1. When a person is on our regular salaried payroll for part of a year and is later pensioned and is carried on pension payments for the balance of that year shall we pay the regular payroll dividend, if such is declared, on the entire amount of money paid, or on the portion paid as regular salary?

After some discussion it was made clear that we do not pay payroll dividends on any of the amounts added to the payroll for needs differentials which include marriage differentials; child allowances; special needs allowances; and pensions. It was moved and seconded "that when a salaried employe has been on the regular salary payroll for part of a year and is later pensioned and carried on pension payments part of the year we will pay the regular payroll dividend, when such is declared, on that part of his yearly income received as regular salary and that payroll dividends will not be paid on pension incomes." This was carried unopposed.

2. When a salaried person leaves our employ before the date of the annual meeting but remains until the end of the fiscal year should he receive payroll dividends?

It was moved and seconded "that we will pay the regular payroll dividend earned by anyone who is on our salaried payroll at the end of our fiscal year." This was carried unanimously.

3. What portion of Mr. Edgcumb Pinchon's salary should be figured as entitled to payroll dividends? It was explained that Mr. Pinchon is being paid on the basis of "Special Needs" and that only the basic minimum salary should be considered when figuring the amount of payroll dividend.

4. What is the status of Mrs. Marion Evans and is she considered as being on our salaried payroll?

The minutes covering council's decision on this matter were in last year's H. R. C. records and the book was in the office safe. Because of the lateness of the hour it was decided that we would refer to those records on Monday and the bookkeeping department would be guided by them. It was the recollection of a number of persons that Mrs. Evans' status is that of a volunteer worker and that she shares the income received by her husband. It was left to the discretion of the two of them what portion of that income they would allot to each other, and the division was made so that the one check for regular payroll was to be made out to Jack which was for $35.00 per week; and the other check was to be made out to Marion which was for $15.00 or the portion allowed Jack for "Special Needs." On that basis the payroll dividend would be paid on that portion received by Jack as regular salary.

In response to a question asked by the Standards department it was agreed that on the record of lost time, which is to be kept and through which credit will be shown for departments where the losses occur, all pension time, either full time or part time, be charged as lost time and against health program activities.

Jack Evans made several statements in regard to the problems confronting him in the employment of people for our Tomato Packing Season needs.

Due to a misunderstanding on his part he had been under the impression that there had been some confliction in correspondence about employment for persons and that the secretary of council had written to persons about jobs with us of which he had not been informed. It was explained that this had not been the case except in one instance when the secretary had been instructed by council to write to Miss Allen of Llano Colony offering her a job on wages if she cared to come. This had been done during Jack's absence from the city on a sales trip. A report on this had been given Jack by the vice-chairman, however, since the secretary was away on vacation when he returned.

It was pointed out that we do need to use care in being sure that adequate reports are made on all cases where there is apt to be any confliction or misunderstanding. It was asked that sufficient information be given to all department heads about any matter pertaining to Personnel, especially the employment and placing of new wage workers, or new salary workers, so that proper arrangements can be made to receive them. This has not been the case in a number of instances.

A statement about the difficulties of selection of new workers was made by Jack. He said that, due to the large number of unemployed people in the city, there were any number of worthy men and women looking for work and in almost desperate need of employment. Friends of employees were continually asking to be placed on our payroll and the basis of selection for the few jobs we do have must be balanced between need on the one hand and general fitness for our work on the other. His plea was for the co-operation of everyone and the understanding that the selections made were on the basis of these two considerations.

It was reported that Antioch student replacements had been arranged as follows:

Ruth Hutchinson resigns to go to a job with the Consumer's League of Ohio which is her next school assignment. She leaves August 1st and will be replaced by Miss Josephine Diehl.

Mather E'iot resigned at the end of May and will be replaced by Frank Baldan who comes on September 4th.

Milburn Forth and Dorothy Clapp remain on our list for next year.

This report finished the business of the evening because of the lateness of the hour. The report on Publicity was held over until the next meeting.

We stood adjourned at 9:50 P. M.

Regular C. C. Meeting, Friday, July 25

The meeting was called to order by Vice-Chairman Shelley, and the minutes of the previous meeting were read and approved.

The first order of business presented by the chairman was the matter of election of a board of directors for the company for the current year. This election is an annual occurrence and should have been held at the annual business meeting, but in the pressure of other matters it was postponed.

There was slight discussion of the function of this board and it was explained that in our organization the directors are elected and hold office merely to conform to the state law governing corporations. They have no power to exercise any authority over the group since that function of management is vested in our council. Mention was made of the fact that the state law requires that each director must hold one share of common stock.

This election was the first one where council as a body—now holding 51 per cent., or majority ownership control—exercised its new power. The existing board of directors was quite competent to continue service as such, so it was moved and seconded that we re-elect all the members of it for the current year. This was carried unopposed. The directors are Wm. P. Hapgood, Estella Franz, Wm. H. Hines, Howard Herner and Walter Mullen.

The next order of business was a report from the "Needs" Committee, which was made by Chairman Shelley in the absence of the chairman of the committee. This report covered recommendations concerning matters referred to the committee at the last council meeting and was made so that various angles were presented as separate parts of the whole. These parts were presented, in toto, as follows, and then discussed as separate units:

1. That we change our minimum wage rate from 30 to 40 cents per hour and that this rate apply equally to men and women with needs differentials applied as merited under our existing rules.
2. That we, insofar as is possible, employ married men and single women in order to meet the situation of needs more adequately.
3. (a) That we change our minimum age limit from 18 to 20 years.
   (b) That we abolish the $19.00 per week salary minimum for those single persons in our employ who are between the ages of 18 and 20 years, and apply the $22.00 minimum to those cases.
   (c) That we retain the $19.00 per week minimum salary for married women whose husbands are gainfully employed.
   (d) That we allow possible exceptions for Antioch students to be employed who are between the ages of 18 and 20 years, but that we try to secure from Antioch such students as conform to our age requirements.
4. That married women who are on our wage payroll, whose husbands are gainfully employed, be retained at a minimum of 35 cents per hour.

Unit No. 1 was discussed, and the reasons for the suggested change were presented. The committee based its recommendation on the assumption that a single person supporting himself needed $20.00 a week to maintain a decent standard of living in Indianapolis. It was borne in mind that wage workers are not beneficiaries of our health protections and do not receive payroll dividends, nor do they have security of permanent employment.

This changed minimum would apply to relatively few cases at present (about half a dozen women and one boy), since all men were already receiving 40 cents per hour. One of the reasons for the change was that it provided equality of income as between the sexes and took care of needs. The fifty hours per week guarantee will continue.

After slight discussion following this explanation, it was moved and seconded that we accept this unit of the recommendation. This was carried unanimously.

Unit No. 2 was explained as an attempt to insure the emphasis of employment to those in greatest need of it as far as that could be done compatible with our business requirements. Objection was raised to the exclusion of mention of single men, since it was reasonable to suppose that they needed employment as much as single women did, and a majority of them would later become married men. It was mentioned that the proposed recommendation really did not restrict employment of any class, and for freedom of action it might be better not to accept it, but to bear in mind our desire to give employment wherever possible to those in greatest need of it.

It was moved and seconded that we reject the second unit and the motion was carried.

Unit No. 3 drew forth both opposition and support, and a good deal of discussion was entertained. Most of the opposition expressed centered on the proposal to change the minimum age requirement. While there was about a 50-50 division of opinion on the matter, there was not enough definite agreement in the group to warrant any decision on this point without further investigation and thought. Therefore, it was referred back to the committee for further con-

sideration, and the chairman ruled that it be placed on the agenda for discussion again at our next council meeting.

There was general agreement with sections (b) and (c) of this unit, but disagreement with (a) and (d). In relation to (d), there was objection to such exceptions being made if we decided upon the 20-year age minimum.

Objections to change from 18 to 20 years as a minimum were:

(a) That young persons from 18 years upward were often in need of employment.

(b) That we showed a discrepancy in our reasoning processes when we stopped child allowances at the age of 16 years, but refused employment under 18 years, and the new proposal would increase that discrepancy.

Reasons in favor of the change were:

(a) That persons over the age of 20 years were generally more in need of employment and self support than those under that age.

(b) That we wanted to work on the principle of more adequate payment to heads of households so that young people might be kept in school longer and not be forced into industry through economic necessity.

(c) That persons over 20 years of age were generally more reliable and responsible workmen and more suited to our work requirements.

These points will be rediscussed at our next meeting.

Unit No. 4 met with objection on the score that it was too high in relation to the general facts of needs as already established. Most of the women who would be affected by it were casual workers who were concerned about mere temporary work during the fall packing season and whose economic needs were fairly well cared for by their husbands. It was moved and seconded that we reject this recommendation. Motion carried.

It was moved and seconded that married women whose husbands are gainfully employed be rated at a 30 cents per hour minimum. Motion carried unanimously.

The committee reported that it had no recommendation to offer about the adjustment of salaries for married women whose husbands are periodically unemployed. It offered the suggestion that we continue to use the method that has been available in the past, i. e., application to the "Needs" Committee for consideration for special needs. Council accepted this suggestion for the time being.

The Health Committee submitted a report through its chairman, Howard Herner, as follows:

Davis Milner, who has been on leave of absence for the past six months on account of his health, has been pronounced totally disabled for work by Dr. Burckhardt. This condition may not be permanent, but is apt to continue for at least another six months and is likely to be permanent, being an organic difficulty caused by his heart. It is recommended that Milner be transferred to pension payment while this condition lasts.

Catherine Steinmetz is to continue on part time schedule for the time being on account of the condition of her health. She has been on half day schedule for the past several weeks following a period of absence of full days for about a week and a half after vacation time. Previous to vacation time she had been on half day schedule for some time.

Minor operations had been performed for Milburn Forth, for Lafe Gardner's daughter, and for one of George Gregory's children.

The doctor recommended that we purchase a pair of bathroom scales for use in our company hospital, and these scales would cost in the neighborhood of $25.00.

The Health Committee wished the approval of council on the matter of payment for a cot for the mother (or other person if needed) when hospital cases required the presence of such person during the night, as for example child cases. It was suggested that we pay for cot facilities, but not for meals, and that Dr. Burckhardt be responsible for decision of who should stay and how long such services are necessary in any of our hospital cases. Council gave its consent to this method of procedure.

Maude Kennedy, who has been on pension for the past six months on account of her health, has been released for half day work by Dr. Burckhardt. The suggestion is that she be placed at work where she will not be required to sit down much, as a sedentary job might tend to cause recurrence of the rheumatic difficulty in her legs from which she is just recovering.

It was moved and seconded that we accept the recommendation to place Davis Milner on pension and that the case be referred to the "Needs" Committee for investigation as to the amount of payment needed. That committee is to bring in a recommendation on that at the next meeting. The motion was carried.

It was moved and seconded that the matter of placing Maude Kennedy in some job suitable to her health be turned over to the Salary Recommendations Committee and that body also be charged with the recommendation of the amount of salary to be paid for half time work. Both reports are to be returned to the next meeting. Motion carried.

It was moved and seconded that we purchase a pair of bathroom scales of a kind to be recommended by Dr. Burckhardt and that the chairman of the Health Committee instruct the Purchase Agent about this matter. Motion carried.

The Stock Purchase Committee reported a request received from Beulah Moffet to have the company buy one of the shares of preferred stock she holds because she needed the money to help relieve certain financial difficulties for her mother. The share she wished to liquidate had been bought by her and had not been received as a payroll dividend payment.

The committee recommended that this request be granted. It was moved and seconded that we accept the recommendation of the committee. Motion carried.

The chairman introduced one of the visitors of the evening and asked him to tell council some of the things he had in mind about conditions at Llano Colony and business relations that might be looked into. Mr. Alfred Sturman has been a colonist for the past eleven months and is in the process of becoming a member of that group. He had written down a detailed report of conditions as he knew them to be, based on statistics available about the crop possibilities of berries and sweet potatoes, and the chairman read this report before Mr. Sturman talked about general conditions. There was a report about the possibilities of box and crate making, too, since shipping containers would be needed if these crops were planted and cultivated extensively.

Mr. Sturman then gave a resume of his impressions of what could be done in these fields. He stated that there were fine possibilities for development along commercial lines since there were ideal conditions for the growing of the crops mentioned, and plenty of hardwood raw material for box making on the colony land. He was emphatic in stating that it would require good business management and should be handled on a commercial basis, using co-operative methods of constructive fellowship on a business basis.

After his summary of general conditions was concluded, several questions about colony management were asked of him, which he answered. One gathered from these that there was a need for a more business-like system of bookkeeping and better business management to be developed for the colony. More real democratic sharing in the management of colony activities and more general participation in responsibilities which face the colonists as a group will have to be developed if the colony is to be a self-governing one.

Thanking Mr. Sturman for his remarks and for the interest he had shown in us during his four-day visit about the plant, the chairman stated that the notes which had been prepared by Mr. Sturman would be kept for future reference in case we might wish to investigate these matters further.

The meeting stood adjourned at 10:05 p. m.

ANNUAL MEETING, 8 P. M., FRIDAY, JULY 11

The meeting was called to order at 8 p. m., and the minutes of the last meeting were read and approved.

The first order of business was the presentation and explanation of the operating statement and auditor's report for the fiscal year ending June 30, 1930, which was given by Howard Herner, treasurer. (A copy of the complete report is attached to these minutes.) Careful explanation of all the details of the report was given, using large wall charts containing the figures to talk from.

After this presentation, opportunity was given to ask questions about the results shown. Howard explained that this year we did not set aside the usual amount for the Pension Fund because, to date, we have never used any of the money that has been accumulating into that fund, our practice having been to carry all pension payments as a direct charge against the payroll. It is optional with the employes as to what use is to be made of the amount stipulated to be set aside for pensions under the terms of our contract, and this year we chose to use that sum to purchase common stock into our Trust Fund.

The final figure which was of greatest interest was the amount of surplus, or profit, made last year. This equaled to $102,749.56, or 6.54 per cent. With this amount, as shown in the statistical report, we were able to purchase enough of the outstanding common stock into the

Trust Fund so that our holdings are now 51 per cent., or a legal majority. This announcement, which marks another definite milestone in our social progress toward the goal of complete industrial democracy, was greeted with applause.

Some of the differences in results between the fiscal years 1929-1930 were explained by Howard in answer to questions. Selling expense increase was due chiefly to the larger number of salesmen in the field and the kind of retail assistance we are giving our jobbers in order to strengthen the position of their private labels. The increased amount shown in administrative expense was influenced by the inclusion of approximately $15,000 used in our medical program last year and a charge of $5,000 for the services of expert efficiency engineers employed by us last fall. The increase in the cost of materials used was attributed to the higher cost of pulp which we found it necessary to purchase on the open market last fall to supplement our own pack. Mention was made of the depression in general business conditions last fall and winter, which was responsible, in a measure, for a considerable slump in our sales, and consequently in our productive activities during December, January and February. Since we carried our regular payroll on full time during the entire year, this decrease in activities was reflected in a higher production cost and a higher selling cost.

However, summing up the whole situation, and in relation to general market conditions, our results were very good. Our plant efficiency had been maintained at a high level and our social program had gone steadily forward.

The chairman called upon Mr. Wm. P. Hapgood, as President and General Manager, to make whatever statement he cared to. Ken's introduction of Mr. Hapgood was in the nature of a tribute to him—"as the man who has worked the hardest, contributed the most, and is most deserving for the success of the company and the realization of at least a part of the dream of industrial management upon which our experiment was launched in 1917."

Mr. Hapgood prefaced his remarks by saying that he had divided what he wanted to state into two categories, (1) material returns, and (2) social returns. With reference to the material returns, there was little he cared to comment upon. He explained again the increased selling expense which was occasioned by our giving to our jobbers the assistance they needed in establishing their own brands, which had meant an increased sales force in the field. In addition we have recently added a Publicity Department in order to supplement the efforts of the salesmen, and to carry our social message to the world. Now that we have achieved the legal control, through our group ownership of 51 per cent. of the common stock of the company, we have an increased responsibility to demonstrate our ability as a group of workers to function as owners and to prove to doubters on the outside that we can do an effective job in that capacity.

So far as profits (or, as we prefer to call it, surplus earnings, which is the difference in earnings above expenses) are concerned, the crucial point in that matter is the use we make of this amount. This will be an especially important consideration after we have finished the purchase of all the common stock into the Trust Fund and surplus earnings will not be needed for that purpose.

Indications of how we may use these funds are given in our present social expenditures, which can, and must be enlarged upon as we gain more knowledge and experience in group living and group responsibilities. Our program of social activities, which has been built up on the experiences and increased knowledge gained during the past thirteen years, now includes complete protection for ourselves and our dependents in the matter of health and old age. Group insurance is the first step we have taken as a means of tiding over the period of adjustment for the dependents of an employe who dies. Full time employment has long been a feature of our program. Additions to the services rendered are constantly being made as our group ability to produce is increased and as our understanding of our group needs becomes clearer. Great progress has been made in group thinking along these social welfare lines during the past several years. A striking example of this is noted in the more tolerant acceptance of such things as our health program now involves. Although intangible and hard to define, there is no doubt but that this program has been the means of a definite increase in productive efficiency quite apart from the social values it has created through better health, less worry and greater happiness, which is an end result. Mr. Hapgood stated that it was his firm belief, though he could offer no definite proof, that our health program of last year was responsible for the saving of at least three lives, and if this were so, then that one fact alone was worth the total cost of the program. We

no longer consider such welfare activities in the light of charity, but have come to realize that they are definite social obligations.

In fact, we must come to the conclusion that in a co-operative society, the cardinal principle is that all lives before society are of equal importance. When we have that point of view, we will be able to obtain the maximum of co-operation. Having these things in mind, our realization will become keener that human values are the only things of final importance.

A burst of applause showed the appreciation of the group for these remarks and for the splendid spirit of true co-operation which Mr. Hapgood has shown us. He has pioneered in an uncharted sea during these past thirteen years, and the Columbia workers are deeply appreciative of his fine leadership and example. It is in following that example that we can best demonstrate our own interest in co-operative living.

The chairman next called on a number of visitors to express opinions relative to their working contacts with us or their casual impressions of us.

The first one to be introduced was Dr. Louis Burckhardt, who has been in charge of our health program activities for the past year. The doctor summed up the general health plans and what had been accomplished to date. He emphasized the need for close co-operation and understanding. The matter of medical care embraced a number of problems requiring delicate adjustment—all of them individual human problems needing to be worked through. The plans for the first year had included operations of a major character, and these, in turn, had proved the value and the need for this health work. This past year's expenses had been influenced by a number of acute critical attacks, but these should be diminished gradually as the health work progresses. More rigid physical examinations are planned and more work in the nature of prophylactics and hygienics will be done. These preventive measures will be reflected in general improvement in the health standard.

Dr. Burckhardt stated it as his belief that the health budget should carry all such items as costs for improved ventilation, prophylactic and hygienic features, the time lost by part-time workers who were ordered to have shorter hours on account of health, and the acquisition and upkeep of a rest home which is being considered. He agreed with Mr. Hapgood that at least three lives had been saved last year through our health program, and was very happy over last year's results and the progress we have made in group understanding of our health needs, and looks forward to a great deal more progress this year. He closed his remarks by congratulating Mr. Hapgood and the group on the results which have been accomplished through the thirteen years of experimentation in a new kind of industrial control, and extended best wishes for our future success.

The chairman thanked Dr. Burckhardt for his excellent services and for his keen interest in us individually and collectively. Ken said that in spite of a good deal of undercurrent opposition to the health program which was felt at first, due largely to lack of understanding, during the last year, under the doctor's sympathetic guidance and expert knowledge, he has gained the almost complete confidence of the group in the workability and worth of such a program. In addition he has won for himself the affection of the group and holds a place in our hearts perhaps next to Mr. Hapgood. That this tribute was deserved was shown in the hearty applause of the meeting.

Dr. Harry Leer, staff dentist, was introduced next. The chairman stated simply: "A year ago, when we started our program of dental care, he was Dr. Leer, and the usual feeling for dentists, as such, was present. Today he's just Harry, and a well-liked friend of us all."

Dr. Leer spoke briefly and said that the chief value of dentistry was in aiding general health as a prophylactic and a preventative. Some of the more serious cases of tooth decay might cause infection and death, but usually when normal care of teeth and gums is exercised, the value is apparent in preventing such decay and infection. He reported that during the last year he has checked up on the entire group at least once, taking the most serious cases first, and is beginning now on a recheck. There were about thirty-five cases where there were very bad conditions due to neglect and which would probably have caused serious trouble shortly. Dependents are being cared for in the same manner as the employes, and good progress is being made. He expressed general agreement with the statements made by Dr. Burckhardt about the health program and added his own congratulations to the group.

Mr. Edgcumb Pinchon, of Hollywood, Calif., our Director of Publicity, spoke next on the work of his department. He has charge of our newest branch of serv-

ice—that of informing the world of our existence, our sociological experiment in human relations in industry based on democratic government, and our quality products which merit the support of the consumer public. Mr. Pinchon gave a resume of the work that he has done, which included broadcasting the story about the Columbia, written by a local Scripps-Howard newspaper editor, Mr. Boyd Gurley. This story has been reprinted in pamphlet form and is entitled "A Business Without a Boss." Newspaper and magazine story articles and ads have been published, chiefly in labor, or religious, or liberal papers. Speeches have been made before conventions and meetings of interested groups, including labor organizations, jobbers and their salesmen, Y. W. C. A., women's clubs, etc. The most recent newspaper release will be a story about our results to date, featuring the important factor of gaining 51 per cent. control, or majority ownership of the common stock of the company, which will be carried by the Inter Ocean Syndicate in a thousand newspapers scattered over the entire country.

While we have a right to ask the public for support through the purchase of our products—because of the high standard of quality of the goods we produce, and the equally important fact of the manner in which such production is carried on—we have, as well, an increasing responsibility to prove our contention that industrial democracy can and does work. Mr. Pinchon stressed the importance of this responsibility to prove to doubters that workers, as a group, can manage their working destinies more effectively than is the case under autocratic control and with far happier results for everyone concerned. On this basis we justify our publicity program, hoping that through this means we may increase our business and extend our benefits to an increasingly larger number of people.

Next in order, four of our visitors for the evening were called upon for any casual comments they cared to make. Each expressed pleasure at being present on the momentous occasion of our becoming majority stock owners of the company. Each was keenly interested in the progress made to date and offered congratulations and best wishes for our future success. A brief summary of their comments is included as follows:

Dr. Harry E. Barnard, who was a member of Hoover's food commission during the world war and a chemist who for many years has been affiliated with pure food work, complimented us both on our achievements as a group and on the high standard of our product. He said that he had been acquainted with our products for a good many years, and, while he knew less about our social policies, he was much interested in the progress we have been making. He related the story of his first contact with our goods and said that we were unique in that field, too, beginning a long time ago to work on high quality and honesty.

Thirty years ago he was engaged in checking up on the ingredients used by packers all over the country in the manufacture of catsup. Among all the various samples he tested, the Columbia Conserve Company product was the only one he discovered in which tomatoes were used. The others were using pumpkin pulp colored with analine dyes and preserved with chemicals.

Mr. George T. Pickett, Director of Llano Colony, Newllano, La., a co-operative community enterprise which embraces fifty-two industries and includes 450 residents, thanked the Columbia group for our co-operation in effecting a loan to Llano County recently. He said that he was hopeful of working out some future business relationships between Llano and the Columbia by way of selling us produce from the Colony. Certainly we have social interests which are mutual. Inasmuch as he was scheduled to lecture on "Integral Co-operation" on Saturday, July 12, in our dining room, he chose to make his remarks very brief.

Mr. Boyd Gurley, editor of The Indianapolis Times (Scripps-Howard local paper), said that he appreciated the privilege of sitting in on this meeting, which he considered of historic importance. He called attention to the values and significance of the figures shown in our business report and pointed out differences in emphasis as between the ordinary capitalist enterprise operated for the profit of a few, and our company which is operated for the benefit of everyone. He mentioned that perhaps Dr. Barnard, who is a friend of President Hoover, might return to Washington with the story of one experiment that is being made which might help to solve the unemployment problem. The President might be informed of the genuineness of our method—as honest as our food policy. He pointed out that now we would be attracting nation-wide attention because of our policies and the fact that the men and women who make the soup at the Columbia Conserve Company own a controlling interest in that company and no worker owns any of that interest individually.

Mr. Gurley said that it might be of

significance to note that while the census bureau was reporting unemployment of 15,900 in Indianapolis, no regular employe of our company has lost his or her job on account of business depression, nor received a penny of public charity. He said that our plant, which pays thousands of dollars in taxes to the state, is significant in that it is the one industrial innovation of its kind in the world. If we succeed, who knows?

Mr. Daniel Moore Bates, a textile manufacturer in Philadelphia, Pa., and one of the founders of the Taylor Society (having been an industrial efficiency engineer for many years), spoke last. He had spent the past three days visiting about the plant, seeing it in operation and interviewing a number of our group about our policies in order to gain some impression as to what he might do to incorporate some of them in his own textile company.

He quoted from his own years of experience as a business man and stated his conviction that the good will of people is the most important factor in achieving success. He congratulated us on the remarkable degree of good will which is manifest in our group and which is a direct result of our manner of conducting the business.

While he was at the plant these past few days he read with some care the Human Relations Council Minutes for last year and had been deeply impressed by the emphasis on human values and the progress which had been noted in those records.

So far as the business facts and figures were concerned, there were several things that he wanted to call attention to. He mentioned a number of comparative figures which he had obtained by referring to our records as far back as ten or twelve years ago, and which showed a general increase in our business and an increase in efficiency as well.

He was anxious to point out that one of the biggest problems of the day is that of distribution costs of goods. He called attention to the fact that our figures showed a manufacturing and selling cost of about 6 cents per can and a selling price which showed less than ¼ of a cent a can in profit. The retail price to the consumer is, on the average, 10 cents per can. This showed a 4-cent spread for distribution as against a total 6-cent cost of manufacture.

Another thing he wanted to state was the fact that he believed we ought to carry insurance on our property of the kind known as "use and occupancy," so that if our manufacturing processes were interrupted by fire, or tornado, or anything of that sort, we would receive, through insurance, the money needed to carry on our payroll obligations.

Finally he thought we should be giving serious attention to the job of finding and training someone who would eventually replace Mr. Hapgood in the organization. While he noted references in council minutes to steps we have already taken in the matter, he wanted to call attention again to that need. The pep and guiding spirit of Mr. Hapgood would be difficult to duplicate, but training ought to be given someone while he is active and can supervise the job.

The chairman called upon Mrs. Wm. P. Hapgood to say a few words, and she responded by saying that she was very pleased with all of the results which were shown and had been talked about, and stated that this annual meeting had been the finest which it had been her privilege to attend. She offered us her good wishes for our continued success.

As a climax to an already eventful evening, a telegram was handed to the Secretary to read. It was received from one of our employes who was vacationing at Cresson, Pa., and the message was as follows: "To Columbia Conserve Company. Read Mr. Hapgood's article. Also listened in on radio. Sending congratulations. Thomas McCloskey."

So that while we were conducting our meeting in Indianapolis, the events of that meeting were being broadcast hundreds of miles away.

In summary, the job of reporting these minutes was supposed to include a sense of the meeting and to incorporate some of the feeling into cold type. The interpretation of the discussions of the evening is presented in this record, but the deeper feeling and fine spirit of the whole procedure cannot be carried into print with any degree of satisfaction. To anyone familiar with the group at Columbia, it might have been apparent that there was a spirit of happiness which was contagious—that that happiness was occasioned by a sense of satisfaction in the accomplishments that have been made, and more than that, a quiet determination to carry on and prove ourselves worthy of the trust that is ours. To one not so familiar with our method of procedure, it might have seemed that we were taking everything pretty much as a matter of course without much outward demonstration.

We were fortunate in having as our guests a large group of visitors representative of many interests and various parts of the country. The following list covers the group: Relatives of employes —Vallie Hawkins, Harold S. Roney, Mrs.

Cecil W. Knapp, Mrs. Irving Anderson and Mrs. Wm. P. Hapgood. Associates and others—Dr. Louis Burckhardt, Dr. Harry Leer, Indianapolis; Dr. Harry Barnard, Washington, D. C.; Mr. Daniel M. Bates, Philadelphia, Pa.; Miss V. Freda Seigworth, Industrial Secretary Y. W. C. A., Cleveland, Ohio; Miss Anne Wittenbraker, Industrial Secretary Y. W. C. A., Indianapolis; Mr. and Mrs. George T. Pickett, New Llano, La.; Mr. Edward Derr, New York newspaperman, and Mr. and Mrs. Boyd Gurley, Indianapolis. Mr. Pinchon came from Hollywood, Calif., in order to attend.

The chairman extended the thanks of the group for the expressions of interest and encouragement which were given by the speakers of the evening, and the meeting stood adjourned at 10:15 p. m.

STATEMENT OF PROFIT AND LOSS, TWELVE MONTHS, JUNE 30, 1930

REVENUE			
Gross Sales		$1,615,139.72	
Less Returns and Allowances		43,895.20	
Net Sales			$1,571,244.52
COST OF GOODS SOLD			
Inventory, July 1, 1929	$ 353,940.57		
Purchases	1,000,385.27		
	$1,354,325.84		
Inventory, June 30, 1930	326,218.96		
MATERIAL COST		$1,028,106.88	
MANUFACTURING EXPENSE			
Factory Salaries, Wages, etc.		210,051.38	
Tomato Expense		9,908.02	
Coal		9,452.32	
Purchased Power		3,157.77	
Water		1,569.96	
Equipment Repairs		8,274.94	
Building Repairs		3,993.65	
Other Expenses (1)		10,491.30	
Depreciation		9,410.62	$1,294,416.84
GROSS MFG. PROFIT			$ 276,827.68
SELLING EXPENSE			
Salesmen, Salaries		19,696.42	
Salesmen, Expenses		36,315.53	
Brokerage		16,635.65	
Advertising and Publicity		10,326.14	
Freight, Outbound		1,355.81	84,329.55
SELLING PROFIT			$ 192,498.13
GENERAL EXPENSE			
Officers' Salaries		$ 13,811.60	
Office Salaries		13,730.80	
Medical, Dental and Optical—			
Employes		10,261.37	
Employes' Dependents		4,646.19	
Local Taxes		9,501.65	
Other Expenses (2)		19,810.08	71,761.73
NET PROFIT ON SALES			$ 120,736.40
OTHER DEDUCTIONS			
Cash Discount on Sales		$ 27,013.51	
Interest, etc.		10,922.32	37,935.83
			$ 82,800.57
OTHER INCOME			
Tomato Seed, Plant Sales, Interest and Discount Earned			19,948.99
NET PROFIT FROM OPERATIONS			$ 102,749.56

COMPARATIVE OPERATING STATEMENT, TWELVE MONTHS ENDING

	June 30, 1930	Per Cent to Net Sales	June 30, 1929	Per Cent to Net Sales
REVENUE NET SALES	$1,571,244.52	100.00	$120,870.92	100.00
COST OF GOODS SOLD				
Cost Materials	1,028,106.88	65.42	769,415.58	63.65
Factory Salaries and Wages	210,051.38	13.37	161,150.19	13.33
Fuel, Water, Power	14,180.05	.90	14,142.82	1.17
Tomato Expense	9,908.02	.64	411.45	.03
Factory Overhead	22,759.89	1.45	18,157.13	1.51
Depreciation	9,410.62	.60	7,745.60	.64
	$1,294,416.84	82.38	$971,022.77	80.33
GROSS MFG. PROFIT	$ 276,827.68	17.62	$237,739.15	19.67
Selling Expense	84,329.55	5.37	44,271.46	3.66
SELLING PROFIT	$ 192,498.13	12.25	$193,467.69	16.01
General Expense	71,761.73	4.57	49,810.85	4.12
NET MFG. PROFIT	$ 120,736.40	7.68	$143,656.84	11.89
LESS OTHER DEDUCTIONS	37,935.83	2.41	34,418.12	2.85
OTHER INCOME	$ 82,800.57	5.27	$109,238.72	9.04
	19,948.99	1.27	3,240.02	.27
NET PROFIT	$ 102,749.56	6.54	$112,478.74	9.31

SALES

Our sales increased $362,482.60 or 30 per cent. during the year just ended over last year.

MATERIAL COST OF SALES

The material cost of sales per dollar increased 1.77 per cent. over last year. This, I believe, is due to higher price which we paid for material, especially tomato pulp. This figure showed a decrease of 1.76 per cent. in the year ended, June 30, 1929, over the year June 30, 1928.

THE FOLLOWING ITEMS OF EXPENSE PER DOLLAR OF SALES:

Factory salaries and wages show an increase of $48,901.19 over last year, but figured on the basis of per dollar of sales, it shows an increase of .04 per cent. (Includes salaries, wages, marriage differential and children allowance.)

Fuel, water and power decreased .27 per cent. Tomato expense increased .61 per cent. Factory overhead decreased .06 per cent. Factory overhead includes equipment and building repairs, oils, auto repairs, supplies, insurance on merchandise and plants.

Depreciation decreased .04 per cent. These items of manufacturing expense show a net increase of .28 per cent. over last year. While for the year ended, June 30, 1929, they showed a net decrease of 1.29 per cent. over the year ended June 30, 1928.

Selling expenses, which include salesmen's salaries and expenses, brokerage, advertising and publicity, outbound freight, warehouse cost, increased $40,058.09 or 1.71 per cent. per dollar of sales. This increase was caused by having a greater number of men in the field doing a special kind of sales work, also the expense of samples and demonstration work which the sales department has been doing.

General expenses, which include officers' and office salaries, taxes, office supplies, all medical aid, consulting services, telephone, telegraph, postage and group insurance, increased $21,950.88, or .45 per cent. per dollar of sales.

Other deductions, which include cash discount allowed on sales, interest, Paragon plant expense, show a slight decrease of .44 per cent. per dollar of sales.

Other income, which includes tomato seed and plant sales, cash discount and interest earned, shows an increase of 1.00 per cent.

The payroll dividend of 10 per cent., amounting to $16,509.45, has been included in the operating statement and is distributed into the various payrolls, and leaves us a net operating profit of $102,749.56 for the period ending June 30, 1930.

ANALYSIS OF SURPLUS

Balance July 1, 1929		$ 87,308.44
Unused reserve for Federal Taxes on account of decrease in rates		502.25
		$ 87,810.69
DEDUCTIONS		
Dividends paid on Common Stock 7/21/29	$ 21,353.60	
Pension Fund 7/21/29	6,595.48	
Employes Stock Purchase	39,835.50	67,784.58
Balance		$ 20,026.11
Increase in Cash Value—Insurance		5,258.38
Net Profits for Year 6/30/30		102,749.56
		$ 128,034.05
Deductions		
Life Insurance Premium Paid	$ 4,344.50	
Dividend payable on Preferred Stock 6/30/30	6,088.45	
Income Tax payable	11,889.84	22,322.79
Balance for distribution		$ 105,711.26
BALANCE OF SURPLUS ACCOUNT		105,711.26
Common Stock Dividend for year 6/30/30		20,332.96
Balance for Trustees		$ 85,378.30
ADDITIONS		
Previous dividends due Trustees		8,240.00
Balance stock fund last year		150.00
Dividends due trustees 6/30/30		5,966.68
Available for Stock Purchase		$ 99,734.98
PURCHASE		
438.90/100 Shares Treasury Stock @ 150.00	$ 65,835.00	
205.40/100 Shares Treasury Stock @ 100.00	20,540.00	
Total Treasury Stock	$ 86,375.00	
New 60 Shares @ $150.00	9,000.00	
	$ 95,375.00	
After the above purchase is completed Trustees will hold the following:		
Previous Purchases 610.90/100	61,090.00	
Above New Purchase 704.30/100	70,430.00	
$131,520.00 is 51% of total	$ 131,520.00	

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 4 **SEPTEMBER, 1930** **No. 8**

OLLIE CHAMBERS
Sales Dept. and Shipping Room
The Columbia Conserve Company

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

THE RUSSIANS VISIT US

Russia is making a great effort to re-establish itself as one of the great powers of the world. While for over ten years it has been regarded as a spent force in world affairs, for the last three years it has been fairly obvious that as a nation it has been attempting a "come-back," and at present the indications are that it is making a success of it.

Generally speaking, the civilized nations of the world have shown consistent hostility to the new Russia, and this has expressed itself in many ways, from open intervention by armed force in the internal affairs of the country to insulting conduct towards Russian citizens resident in foreign lands.

Two countries which have shown considerable antagonism towards Russia are Great Britain and the United States, both of which refused diplomatic recognition to that country for several years and one of which—the United States—still refuses it.

The opposition of these two great powers and of other lesser powers has had a very definite effect upon the internal development of Russia, the chief feature of which has been a progressive solidification of the diverse types and races within the Soviet territories into a single, compact whole.

The attitude of Russia towards the rest of the world has been that of close watchfulness but never of hostility although at times it has felt very apprehensive concerning the motives of some of the great powers. Towards America the Russian government has been cordial and has done much to cultivate American friendship—and this it has done with some little success. The Russians have maintained that they could learn a great deal more from the U. S. A. than from any other country, and they have known for many years that learn they must if Russia is to be rehabilitated.

Why is it the Russians have felt this way about America? First of all, America is the only country in the world which is comparable to Russia in size and population and which is also intensely industrialized and wealthy. The Russians realize that social and political stability can only exist where human well-being stands high—where poverty among the masses of men and women is being progressively diminished or is completely abolished, and this, they know, can only be done by means of a well organized industrial system having for its motive power steam, oil, gas and water.

The United States is continental in its scope and has a population in excess of a hundred and twenty millions. Russia is more than continental—it stretches far westward into central Europe and across Asia from the Urals to the Pacific, thus covering much of two great continents. Its population, conservatively estimated, runs into a hundred and fifty millions of people, nine-tenths of whom belong to a single race. Thus, it may be seen that the two countries have much in common.

A year ago Russia determined to engage upon an elaborate plan to industrialize the country at unprecedented speed—to change a backward nation of peasants into a nation of urban workers engaged in productive industry on a mass scale—all within a short period of five years—hence the name—"The Five Year Plan."

Reports show that already the face of this once slow-moving and sleepy nation is being transformed, and the future promises still greater things. In the performance of this task no people has given greater assistance than those of America.

For a long time American engineers and technicians have been going to Rus-

sia to build factories, construct dams, drill for oil, and—above all—to teach. American companies have sold machinery of every description to the Russians, and American banks have afforded extensive credits to both Russian banks and industry. Contacts have been made with increasing frequency, and intercourse between the two countries continues and grows.

Recently, the Russian government has turned its attention to the canning industry, and within the elaborate five year plan generous space is given to the development of a Russian canning industry—centering mainly in southern Russia with the famous old city of Odessa as its headquarters. Again the Russians have sought assistance from America, and in mid August of this year a state commission of six persons was sent to the U. S. A. to study the canning methods and practices of this country.

Two days ago one half of this delegation came to Indianapolis and to us. We received them with interest and cordiality, and they showed the utmost gratitude to us for our kindness.

The delegation was led by Mr. Goncharoff, a young Russian of unmistakably Slavic origin, a student of economic research, and a competent linguist. With him were Mr. Grossman, Professor of Technology at the University of Odessa, a portly man of middle age, keen and courteous, and Mr. Anger, a chemist from Daghalieff, who made great use of his loose-leaf note book wherever he went. The delegation moved warily as they began their tour of inspection of the Columbia, and Goncharoff even asked permission to interpret what had been told him by some Columbian guides. Soon, however, they discovered that we accepted them into our midst because we were genuinely anxious to assist them and that we treasured no secrets which we wished to keep from them.

This freedom to investigate and this friendliness they had met nowhere else in America, and, consequently, they were as surprised by it as they were pleased. The day was spent in a complete and thorough inspection of our plant—and hours in it were spent in lengthy discussions explaining to our guests all about our technical as well as our social organization.

The Russians were plainly intrigued by our attempt at running a business on the basis of workers' control right in the heart of capitalist America, and that they were deeply interested in the experiment goes without saying. After a day with us they went to other canneries in the city, but the next day they returned to us.

No group of people were ever more appreciative of a kindly attitude shown them. They were really and truly grateful.

We, on our side, felt very happy to be able to assist these Russian friends and through them assist a great nation.

If the keenness, the intelligence and the plain, wholesome humanity of this little group of three men are in anyway representative of the millions of their fellows in Russia, then there can be no doubt as to whether that country will again regain and even outreach its former place among the nations of the world.

UNEMPLOYED!

Out on the roads they have gathered, a hundred thousand men,
To ask for a hold on life as sure as the wolf in his den.
Their need lies close to the quick of life as the earth lies close to the stone;
It is as meat to the slender rib, as marrow to the bone.
They ask but leave to labor for a taste of life's delight,
For a little salt to savor their bread, for houses watertight.
They ask but the right to labor, and to live by the strength of their hands,
They who have bodies like knotted oaks and patience like the sea sands.
And the right of a man to labor, and his right to labor in joy,
Not all your laws can strangle that right nor the gates of hell destroy,
For it came with the making of man and was kneeded into his bones.
And it will stand at the last of things on the dust of crumbled thrones.

Edwin Markham.

Teacher: "William, how many bones have you in your body?"

William: "Nine hundred."

Teacher: "That's a great many more than I have."

William: "But, teacher, I had sardines for lunch."

EDITORIAL

One cannot escape the growing feeling that exists at the Columbia that we should break through what seems to be a great isolation. We have been pictured by many who approve of our policies and our plan as an oasis in the desert or an island in a tempestous sea, and it is in some such manner that we often picture ourselves. It is natural that we should want to link ourselves with other vital forces in our community and in our world, and indeed in the very act of living and working we are forced to make a million contacts, to change them and maintain them as the months and years roll by.

In recent years emphasis has been placed upon our relationship to the labor movement and to the trade union wing of it in particular. Most of us have expressed sympathy with the aspirations of our fellows in labor organizations and have translated that sympathy into assistance of a concrete character upon several occasions. The claim of the labor movement to our loyalty and assistance is based upon the fact that the movement holds within it the aspirations of millions of toilers throughout the land, who seek a fuller and more abundant life. With that goal we are, of course, in full accord.

The main purpose of a union is to give its members the bargaining power necessary to obtain higher wages, shorter hours, and better conditions of work and to maintain these when once they are gained. The technique as set up is dictated by circumstances and is essentially based upon a need for the actual or potential use of force in order that a given end may be attained.

The Columbia is also attracted by co-operative experiments of one kind and another which are generally regarded as progressive and which seek to establish a more wholesome set of human relationships in business and industrial life. These co-operative experiments are not many in number nor are they always set up in such a way as to make it easy to recognize their similarity to ourselves.

In the last few years we have developed many contacts with working organizations of the one kind and of the other, and it is fair to assume that these contacts will grow in number as time moves on.

The time seems to be approaching when we will have to designate the relative position of our several loyalties, and that task is going to be perhaps as difficult a one as any that we have been called upon to perform up to the present time. Before designating that relative position we must note that while there seems to be a great deal in common between co-operative enterprises such as ours and the labor union movement, there are differences, also—differences which can be studied in comparing the Columbia Conserve Company with the labor union movement. To begin with, the two institutions are in very different stages of evolution, a fact which has an important bearing upon the subject we are now discussing. The trade unionist often criticizes the Columbia because it differs from both a typical craft union organization and the more modern industrial union, and to many leaders of unions our experiment is shrouded in mystery, and in some cases open to a good deal of suspicion. Insofar as the Columbia Conserve Company and its membership are concerned the need for union organization is non-existent, unless, of course, we bring into view the complicated circumstances of the need for union organization throughout the entire canning industry. This organization is confronted with problems very different in their nature from those which confront bodies of organized workers, and because of that important fact the majority of Columbians think and act differently from labor union members. In the operation of business which we have to transact daily and weekly throughout the year, our energies and resources are drained to the utmost, but by that process we are also stimulated to thinking and understanding of the position which we occupy in the world of today. Our problems the labor union will have to meet if and when it controls industry. It has yet to cross the dyke of ownership of industry by the workers. The Columbia Conserve Company, on the other hand, is now well beyond that dyke, and this difference in the position occupied by the two institutions inevitably produces a difference in outlook, in psychology, and in maturity of development. It serves no good purpose for anyone to complain that we are not what they thought us to be. It is true that we are "unique" and in that "uniqueness" lies a great deal of our strength. This organization can never withhold its support from any movement which seeks to improve the lot of mankind, but it can only give its unqualified support to those organizations which are looking towards democracy in industry and which are devoting their energies to the realization of that goal.

PARAGON

The name Paragon has become familiar to each one of us at the Columbia. Many of us have seen it and have undoubtedly been pleased by it.

Paragon, a tiny little Hoosier village, is situated some forty miles south west of Indianapolis; a mile north of the village is located plant No. 2 of the Columbia Conserve Company—a pretty, somewhat small, frame building, owned at one time by the Glaser-Crandall Company of Chicago, Illinois.

The location of the plant was well chosen by those who built it, and today, with its fresh coat of white paint, relieved here and there by an occasional line of green, nestling, as it does, at the foot of a small hill, it looks attractive and picturesque.

The plant seems to be the only evidence of industrial activity in the village, and the purchase and operation of it by us is regarded by the residents as a great boon to them.

At present we have thirty-six people working there, ten of whom are women, and the latest reports indicate that the whole plant is working in a very satisfactory manner.

Up to the 11th of September we had packed the following at the plant:

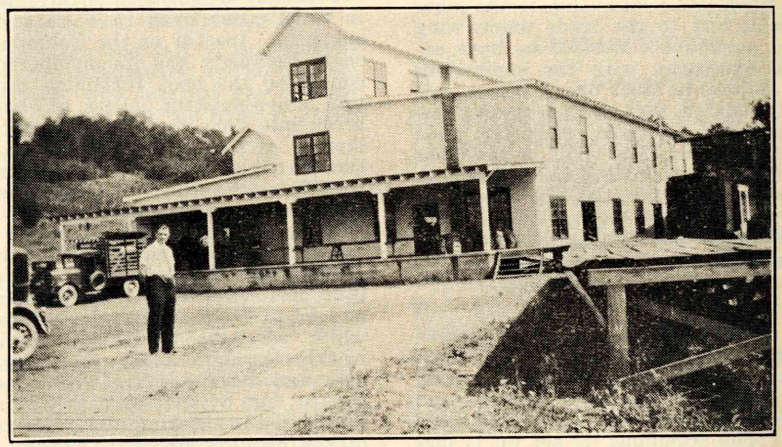
5,527 cases of No. 10 tomato pulp,
2,024 cases of 14-oz. catsup.

It is our hope that between now and October 15th we shall pack from 10,000 to 15,000 more cases of No. 10 pulp and add to our catsup stock by 3,000 cases.

The picture reproduced here was taken by our good friend, Frank Eustis, who is weighmaster at Plant No. 2 of the Columbia Conserve Company.

Father—"Now I want to put a little scientific question to you, my son. When the kettle boils, what does the steam come out of the spout for?"

Son—"So that mother can open your letters before you get them!"



PARAGON PLANT, COLUMBIA CONSERVE CO.

THE WORKMAN AND HIS JOB

By Adam Coaldigger

Oscar Ammeringer, author of this poignant article, is by nature a wit, by occupation, labor editor. He is one of the most widely quoted of labor writers. His quaint way of saying things, his humor and his ability to probe to the heart of the human in things would make him a noted columnist if he did not prefer to work for labor. The following is his reverie on being out of a job.

I am a human being. The parsons say I am made in the image of God. The politicians say I am sovereign, and the textbooks of my children call me a free and independent citizen.

I live by work. The ground I work on does not belong to me. The tools I work with are the property of my boss. The fruits of my toil belong to others. I have nothing to sell but labor. The only thing that stands between me and poverty is my job.

But even my job is not mine in the sense that it is my property—to sell, barter, to use or dispose of at my will. And yet my job is all that separates me from the social outcast. My job is more than that. My job is my bread and butter—my salt and meat—my clothes and shelter—my bodily comfort—my soul's salvation, for jobless men rot in body and soul.

Just now there are millions of jobless men, and I am one of them. I was handed the sack four months ago. Since then I have tramped many weary miles in search of my job. I have stood with many of my kind before factory gates, excavations, and rising buildings, silently begging for my job. I have risen before daybreak to catch the morning paper damp off the press. I have scanned the "Men Wanted" columns with a pounding heart. I have raced with many companions in joblessness for distant addresses, trying to run down my job. And still I have no job.

My little savings are gone. The cupboard is empty. The rent is overdue. My credit is no more. The installment house is threatening to come for the furniture. I leave the house in the morning with ever-sinking hope. I return in the evening with ever-deepening despair. The questioning look in the eyes of wife and children on my return are driving the wedge of madness in my brain. What shall it be, starving, begging, or stealing?

Hardened criminals are condemned to hard labor. Unruly criminals in jails and penitentiaries are punished with a diet of bread and water. I, who am not a hardened criminal, am begging for hard labor. I, who have obeyed every rule of the game, am praying for bread. I, who ask for nothing but work to feed myself and hungry brood, am condemned to forced idleness on a diet of air and water, without my day in court. I am condemned to starvation and despair by a judge I never saw, by a jury I never faced.

I also know that the slaves and serfs of old never pounded bricks on empty bellies in search of jobs. Poor and exploited as they were, they had at least the consolation of security of employment. Work or no work, job or no job, they were housed, clothed, and fed by their masters—even as beasts of burden such as horses and asses are sheltered and fed by their owners in times of idleness.

But I, the image of God, in the words of my parson; I, the sovereign voting king, in the currency of the politician; I, the free-born independent citizen of this great republic, according to the school books of my children, am not even owned. I am mine. The strength of my muscles is mine. The skill of my fingers is mine. The cunning of my brain is mine. The only things that are not mine are the tools with which I work when they let me work. I am a pump-handle without a pump. I am a bow without a fiddle. I am gasoline without a flivver. I am a self-starter without a motor. I am the soul that animates the body of industry, and being separated from my body, I am but a homeless spook haunting my erstwhile abode in search of substance.

I am an unowned freemen. I wear no man's collar. I am free to hike on public roads. I am free to cross on public bridges. I am free to sit in public parks. I am free to drink from public fountains. I am free to read in public libraries. What is the public's is still mine. But I am barred from the plants I erected, the goods I have made, the tools I have shaped, the shafts I have sunk, the railroads I have built—for they are capital—private capital.

But are not Capital and Labor partners? Oh yes, ah sure! When times are good, Capital and Labor smoke the cigar of prosperity together. Capital smokes the cigar; Labor smokes the snipe. But when hard times come, partner Capital smokes both cigar and snipe, while partner Labor spits.

In good times, partner Capital sets aside money for depreciation, depletion, and reserves to take care of rainy days. In good times, partner Labor buys flivvers on the installment plan, and loses them in hard times on the American p'an.

The rain of adversity falls on Capital and Labor alike. But partner Capital, owning the partnership umbrella, walks in the dry, while partner Labor gets wet all over.

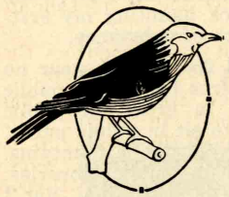
Some day a society that is truly social will elevate labor to the dignity of horses, mules, and machines by setting aside funds to take care of involuntary unemployment.

Some day, a really civilized civilization will bring about a partnership between Capital and Labor that cannot be dissolved the very moment partner Capital ceases to make a profit out of partner

Labor. And until that is done, all the pious phrases about the brotherhood of man and the fatherhood of God, and all the high-falluting talk about equality, sovereign voting kings, and free men, is so much bunk. What are brothers that will not bear each other's burdens? What are kings without kale, and freemen without feed?

Oh well, it took man a thousand years to abolish involuntary servitude. So let's hope that in another thousand years, it will abolish compulsory vacations without pay.

"ALL QUIET ON THE WESTERN FRONT"



Stark, terrific realism; powerful, dramatic situations; whimsical philosophical observations, touching comradeship, all relieved occasionally by bits of humor—such is the impression one receives from the film version of Remarque's "All Quiet on the Western Front." So frequently is a great book weakened or distorted in filming that it is the more interesting to see the literal translation of such a masterpiece as this to the screen. When one has viewed the picture there seems to be every justification for the great praise given to the picture by critics and reviewers everywhere.

The book, since its appearance a year and a half ago, has sold into the millions of copies and the story need not be recounted here. It deals, to put it briefly, with the lives and deaths of a group of German youth in the World War. The adaption of the play from the book, the selection and performance of the cast, the direction and the photography all merit the highest praise. The work of Lewis Ayres, as Paul, and of Louis Wolheim as Katczinsky seem especially outstanding.

As a local critic has written, "See it, by all means, and just try to forget it." It is a play which is especially important, perhaps, for those of us, who, at the time of the war were too young fully to comprehend what it really was.

Its one weakness, if it has one, is that while it certainly must impress every thoughtful viewer with the paramount importance of avoiding a repetition of such madness, it gives little or no hint of the way in which this is to be done. That wars are the result, not of disputes, but rather of the lack of the methods and habits of settling such disputes peacefully seems to be a most important item to be considered in any discussion of war.

It is not a pleasant picture, but see it, by all means. From the view given in this picture, certainly Sherman was right in his description of war, certainly they are not far wrong who are now saying that another war will be the cemetery of civilization, and certainly Chief Justice Hughes is right when he says, "The outstanding task of this generation is to build the institutions of peace."

M. H.

Rightly Named

"What's that you call your mule?"

"I call him Corporation," answered the old colored man.

"How'd you come to give him such a name?"

"From studying the animal and reading de papahs. Dat mule gets mo' blame an' abuse dan anyt'ing in de township, an' goes right ahead havin' his own way jes' de same."

The newspapers have recently carried so many stories of famous people who are seeking divorce on grounds of incompatibility, that we are reminded of the husband who was arraigned in court in a suit brought by his wife for cruelty.

"I understand, sir," said the judge, addressing the husband, "That one of the indignities you have showered upon your wife is that you have not spoken to her for three years. Is that so?"

"It is, your Honor," quickly answered the husband.

"Well, sir," thundered the judge, "why didn't you speak to her, may I ask?"

"Simply," replied the husband, "because I didn't want to interrupt her."

I hate to be a kicker,
I always long for peace;
But the wheel that does the squeaking
Is the one that gets the grease.

PRODUCERS' CO-OPERATIVES IN BRITAIN

So much has been written and said about the gigantic Co-operative Wholesale Society of Britain that the popular mind is not aware of the existence within Great Britain of a growing and significant movement known as the Co-operative Productive Societies Association with its headquarters in Liecester, England.

The association has forty-three societies in membership with a total annual business of $11,758,396. Its assets amount to $6,449,924 and the number of workers employed is 6,797. As might be expected the Producers' Co-operative Societies sell most of their goods to the British Co-operative Wholesale Society, but they have not yet found it possible to make the Co-operative Wholesale Society their only outlet.

The attitude of the British Producers' Co-operative Association towards our present system of running industry is much more clearly stated than is that of the British Consumers' organization. The latter contents itself largely with expressing a pious desire for what is vaguely termed the "Co-operative Commonwealth" whilst in the meantime it focuses its main energies upon the payment of dividends to members on purchases made by them. The Producers' Association seems to be emphatically and concretely on the side of tackling the immediate problem of changing industry from autocracy to democracy and in its publications it does not hesitate to say so.

In a statement of principles, we find the following:

"The main principle on which all the societies of the Federation are founded is that all the workers shall be shareholders and voters, and if they care to be, Directors. Workers share in the profits, and if elected by their fellows may sit on the Governing Committee. Another principle on which they are conducted is that they produce clean, pure and unadulterated goods; and perhaps the most essential of all, that the persons employed by and in them are of more importance than the machines they mind."

And again we meet with this:

"Workers share in the profits of the business, which are paid out in the form of a bonus on Labour, which varies from 5 per cent. to 10 per cent. on the average on wages. Before, however, a worker can withdraw this, a certain amount, usually $100.00 has to be capitalized in order that he may become really a partner and not merely a profit-sharer in the concern. The societies of the Federation returned to their workers in this way no less than $166,498.74 for 1928. The consumer, too, was not lost sight of, for $277,389.36 was returned to Co-operative Consumers' Societies as dividend on trade. Many societies pay from 12c to 18c on the dollar in this way to their customers, which is more than double the dividend returned by the Wholesale institutions."

In connection with these Producers' Co-operative industries one writer says:

"But some of you may ask 'Do the workers want control?' In reply I maintain that practically all the trouble in industry today is caused through the workers being treated as mere hewers of wood and drawers of water. The desire for control is a deepseated human aspiration for freedom. The desire to stifle it would produce the same effect as sitting on the safety valve of an engine, that is, an explosion. In every other department of life we have the principle of democracy; the power to elect those who control our destinies—except in industry, where it has not yet been applied."

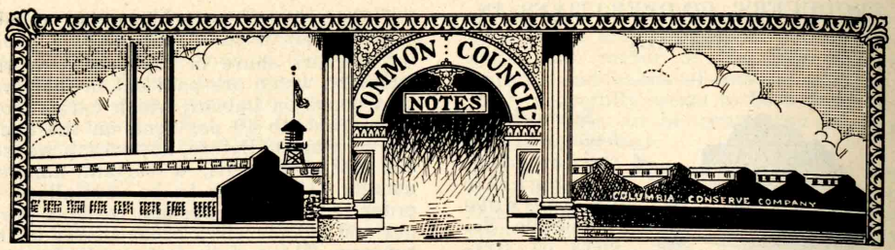
Somewhere later we find the following:

"We believe in giving control of industry to the people who actually do the work and therefore know better than anyone else how to do that work efficiently."

The whole tone of the association's literature suggests a genuine serious mindedness about control of industry by those who work in it, and this goes to prove further that in almost every country there is a growing body of opinion based upon the belief that industrial problems great and small will be solved with the advent of industrial democracy.

Mr. Peewee: Why did you get me such big shirts? These are four sizes too large for me.

His Wife: They cost just the same as your size, and I wasn't going to let a strange clerk know I married such a little shrimp.



Regular C. C. Meeting, August 1

The meeting was called to order by the secretary who explained that in the absence of the chairman, vice-chairman, and associate secretary, all of whom were away on vacations, arrangements had been made with Arlie Myers to have him serve as chaiman, pro. tem., if council agreed. Consent was given.

The minutes of the last meeting were read, corrected, and approved. The correction noted was in reference to the powers which are vested in the board of directors according to the by-laws of the company. At the last meeting when the election of the board for the current year took place, in the general explanation of the duties and powers of the board which was given to council no mention was made of the fact that the power of the board includes that of final authority in the eyes of the law. That is to say—the state holds the board of directors responsible for the acts of any corporation and in that sense our board holds final authority. The difference in our company is that the board members are elected by, and are subject to, the will of council.

The first order of business was a report from the Salary Recommendations committee, submitted by Arlie Myers, chairman.

The committee returned the following recommendations concerning the placement and salary for Maude Kennedy who is to return to work following a period of 6 months pension on account of her health:

(a) That she be placed in the general office and office supply room under the direction of Miss Franz for part time work until further recommendation from Dr. Burckhardt.

(b) That she be paid $10.00 per week salary during the time she is on one-half day schedule.

Without much discussion it was moved and seconded that we accept the recommendation of section a. This was carried unanimously.

There was a general discussion on the second part relative to the principle of payment in such a case. The reasons given by the committee for recommending the $10.00 figure were: (a) that it represented slightly more than half of her regular salary which was $19.00 per week since her husband is gainfully employed; (b) that, for the period when she will be working half, or part time, this figure would probably meet her needs as a supplement to her husband's income.

Her pension payment was $3.00 per week.

Objection was raised to any deduction from the regular full time salary payment. It was argued that Maude is a regular member of our salaried payroll and as such was entitled to all the benefits which attach to a salaried position here. Inasmuch as we have made no deductions for part time work to date it would not be fair to penalize her.

While there was a difference of opinion on this matter there was a fairly strong opposition to the recommendation and it was moved and seconded that we reject section b of the recommendation. This was carried.

It was moved and seconded that we pay Maude Kennedy the regular full time minimum salary during the period when she will be working part time. This was carried.

The committee returned recommendations to place the following five persons on salary, subject to the usual medical examination: Basil Covert, Mildred Whicker, Baxton White, Carl Durrett and Fred Kleis. Each case was presented separately for discussion.

(1) Basil Covert—Maintenance Department—was a comparative newcomer but had proved himself a good tinsmith and general mechanic, being especially trained on automobile mechanisms. While he has taken no active part in council work to date he has shown a keen interest and a growing understanding and shows promise of intelligent participation in that field.

Without discussion it was moved and seconded that we accept the recommendation. Motion carried unanimously.

(2) Mildred Whicker—Dining Room—has been on our payroll about five and one-half months and, until the last two months, worked in the Label and Kitchen departments. Because of previous training in Home Economics she has been transferred to the Dining Room where she is at present in training. Her record shows that she was slow in performance at first and still has improvements to make in that regard but she has been improving. Miss Franz reported that, while she had much to learn about cafeteria management and cooking, she was doing very well considering the short period of her training. She seems to have a genuine interest in council activities and will become an active member of that body in time, it is hoped.

It was moved and seconded that we accept the recommendation. Motion carried unanimously.

(3) Baxton White—Kitchen Department—was a wage worker through last tomato season, was released following the packing season and was reemployed last spring. His performance has been somewhat slow but he was reliable and steady last fall when working in the Label Department. This spring his work had been satisfactory in the Kitchen until shortly before vacation time when he had slumped rather badly for a brief period. He had been told of this condition at that time. Since then there has been a general improvement in his work and everyone interviewed by the committee had agreed that he should be recommended for salary now. While he has not taken an active part in council work he has attended meetings regularly and promises to do his best in council in future.

It was moved and seconded that we accept the recommendation. Motion carried unanimously.

(4) Carl Durrett—Capping Room—about the same report was made for Carl as for Baxton except that Carl has worked with us continuously since last fall. He, too, had slumped in performance last spring and been told about it. He has shown improvement sufficient to warrant the committee recommendation as evidenced by a number of people who had been interviewed. His council record was about on a par with Baxton's and his promise of future performance is the same.

It was moved and seconded that we accept the recommendation. Motion carried unanimously.

(5) Fred Kleis—Kitchen—was a salaried worker until the end of last year when he was released on the grounds of poor performance and poor attitude. He was reemployed as a wage worker last spring in order to give him another trial. Since his return he has been criticized on account of fluctuations in his performance and an overbearing attitude towards his fellows in the Kitchen when he was charged with minor leadership responsibilities. He was told of these things and has shown improvement and is trying very hard to make good. Persons interviewed were of the opinions that he has shown sufficient improvement and willingness to warrant being placed on salary again.

It was moved and seconded that we accept the recommendation. Motion carried unanimously.

All of these new people had been interviewed by the committee and each was told of the duties and responsibilities which faced him as a salaried member of the group. Council work was stressed as being of equal importance with performance of everyday routine tasks.

Another wage worker had received consideration. Elwyn Jones, Capping Room, has been in our employ five months. He worked in the Kitchen at first and the work there had been too heavy, for the most part, for him to perform well. Recently he was transferred to the Capping Room and has been making good progress there. While it seemed a little too early to judge his performance as sufficiently good to place him on salary at this time it is thought that if he continues his record of improvement it will not be long until he can be recommended for salary.

One case of discipline of a salaried worker was reported. Frank Gilley, Kitchen, had been reported to the committee as having shown a general let down in his performance and his attitude during the last several weeks. This was checked on and interviews with several people with whom he worked substantiated the report. Frank had been called before the committee and told of his short comings and warned to watch his own performance and attitude. He promised to be more careful and would endeavor to bring himself back to his former level of efficiency.

As a break in the program of routine business two of the visitors of the evening were introduced and given opportunity to express opinions.

Dr. J. J. Handsaker, a secretary for the National Bureau for the Prevention

of War, whose headquarters are in Portland, Oregon, spoke briefly about points of similarity in his work and that which is being attempted by our company. He stressed the importance of the "conference method of settling difficulties" and quoted impressive figures to show the excessive costliness of war. He is enroute to Geneva, Switzerland, where he will attend the next session of "The League of Nations." The importance of peaceful methods which must be developed as a means of settling delicate questions of so-called "National Honor" was illustrated by several stories where national calamities had been avoided through conference between representative statesmen. Three books were recommended as illustrative of the folly of war. These were "Cease Firing;" "July 14," and "The War Myth in U. S. History." His closing remarks were to the effect that we have an important part to play, in our experiment here, in demonstrating the value of the conference method in settling industrial disputes and preventing wars in that field. He quoted the remark of Chief Justice Charles Evans Hughes who said "The big task of this generation is to build the agencies of peace."

Rev. W. E. Pierce of the Christian Church at Cameron, West Virginia, spoke briefly expressing his pleasure at being with us for the evening and said he intended visiting us again soon.

The chairman thanked both gentlemen for their remarks and invited them to return whenever they could. Dr. Handsaker is the father of Morrison Hansaker who joined our company as a wage worker a few weeks ago.

The next report submitted was from the Ventilation committee by F. A. Pohl, chairman. He stated that the new intake fan had been installed in the Kitchen during the week and had been operating for two days. The results were very satisfactory so far and if the next week's observation proved it a success, work would proceed on the installation of the balance of the system as agreed upon.

Next the "Needs" committee submitted a report through its chairman, Arlie Myers.

Preliminary investigation had been started on the case of Davis Milner who is to be placed on pension payment. The doctor recommends that Dave move into a small place in the country where he can get a lot of fresh air and rest. The committee had interviewed Dave and his wife and explained the situation to them and suggested that they make investigations in the nearby countryside about houses and rents, etc. Further committee work will be done when we receive a report on this from the Milners next Wednesday. A further report on the case will be made at the next council meeting.

Two persons had requested consideration for payment for special needs.

Ruby Hawkins asked to have her "special needs" allowance increased and the committee had investigated the case. The facts obtained showed that she had recently gone to housekeeping with her two daughters and had bought sufficient furniture for five rooms which required rather heavy weekly payments. She has another woman boarding with her and receives a small sum for board. The figures obtained did not warrant an increase in her needs allowance if she were to insist on receiving a fair price for the board she furnished for her boarder. The committee could not recommend an increase in the allowance at this time since it is not our practice to carry indebtedness of the kind incurred by Mrs. Hawkins in special needs payments. Other aspects of the case surrounding the question of board payment will be investigated by the committee next week since the boarder involved is a salaried worker on our payroll who is also receiving payment for special needs.

It was moved and seconded that we accept the recommendation of the committee. Carried.

Eugene Nelson, a wage worker, a young single man, had applied for consideration for special needs allowance on account of responsibilities he had towards his family. Circumstances surrounding the case had been investigated and the facts given showed that two other wage earners in the family, a brother and a sister, had left home and shifted the entire responsibility of caring for the father and mother and younger brothers and sisters upon Eugene. Another brother is unemployed, as is the father.

While the committee felt sympathetic toward Eugene and his family it could not recommend a special needs allowance under the circumstances. The facts, as given, showed an inclination on the part of other wage earners in the family to attempt to dodge their own responsibilities by shifting them through their brother to the Columbia Conserve Company. It was pointed out that there are state laws which compel wage earning sons and daughters to help support their families.

It was moved and seconded that we accept the recommendation of the committee. Motion carried unanimously.

The next report was from the Stock Purchase committee made by Arlie Myers.

Cornell Hewson had sent in a written request to have the company buy back one share of Preferred Stock which he holds. His reason for needing the money was that the recent death of a brother of his in Florida had left the widow and two small children in a precarious economic position and he wanted to give them $100.00 to help straighten out financial difficulties. The committee had considered the case carefully and decided that the reason for wanting the money was justified ethically. In addition there was a strong feeling that Hewson has asked to have stock purchased several times and is not very concerned about attempting to meet financial obligations without drawing upon reserves of this kind. Because of this feeling it was decided to recommend the purchase of the stock that he owns which was not being held as security for a Credit Union Loan. Upon investigation it was found that only one share could be purchased.

With this explanation it was moved and seconded that we accept the recommendation of the committee. Motion carried.

There was no report from the Health committee except that the bathroom scales had been purchased for the company hospital.

Because of the excessive heat and general fatigue occasioned by it the chairman declared the meeting adjourned at 9:30 P. M. with the notation that the first order of business at the next meeting was to be further discussed about minimum age requirements and minimum salary for single persons under 20 years of age.

Regular C. C. Meeting, August 8

The meeting was called to order by the chairman and the minutes of the last meeting were read and approved.

The first order of business presented by the chairman was a continuance of the discussion about the change of our minimum age from 18 years to 20 years. Preliminary discussion on this recommendation, which had been presented by the "Needs" committee, was entertained at the meeting of July 25th.

The chairman of the committee, Arlie Myers, explained in detail the reasons for the recommendation. These had been given in the previous meeting and a review of the discussion at that meeting was given by reading the minutes referring to the matter.

Further discussion brought forth the following reasons for opposing acceptance of the recommendation:

1. That it would limit our choice of material to build upon for future leadership qualities since there might be found young people of these ages whose minds were open and, because of their youth, were in the most impressionable period of their lives.
2. That economic necessity often interfered with continuance of formal education after 18 years of age and, for sake of taking advantage of this impressionable period, those fitted to stand the requirements of employment, physically and mentally, ought to be given a chance to be usefully occupied.
3. That providing opportunity for industrial and social education in our midst for well qualified young people between the ages of 18 and 20 years would be doing a double service—that of training them to be intelligent members of a co-operative society—and of performing useful service.
4. That we did not have enough facts submitted to prove the arguments advanced that persons between those ages were less in need of employment than those over 20 years on the basis of economic necessity.

The only new point added in favor of the recommendation was that it seemed much to be preferred that we employ people above 20 years of age because of slightly greater stability and the fact that if they have been employed elsewhere between the ages of 18 and 20 years that experience would be doubly valuable as a means of contrast for them between conditions found elsewhere and those of our plant. This basis of contrast would help materially in teaching the values of features of our method of operation as against those employed by other industries.

After considerable discussion it was moved and seconded that we reject the recommendation to change the minimum age. This was carried unanimously.

After slight discussion it was moved and seconded that we abolish the $19 per week salary minimum for single persons who are between the ages of 18 and 20 years and apply the regular $22 mini-

mum to such cases. Motion carried unanimously.

The next order of business was a report from the "Needs" committee, submitted by Jack Evans.

The committee had met with Mr. and Mrs. Davis Milner again as reported they would at the last meeting. During the intervening week the Milners had looked for a suitable place in the country which they could rent but had been unsuccessful up to the time of the committee meeting on Wednesday. Details were being checked on as regarded financial arrangements and Ken Lucas was asked to assist in trying to locate a house for them. Another meeting is arranged for on August 20th and a definite recommendation will be made immediately following that.

The committee had interviewed Ruby Hawkins again and explained in detail to her the reasons for the recommendation made in her case last week, which council had accepted. She had been under a mistaken impression as to the similarity between her own case and others where widows were receiving the marriage differential and children's allowances.

In addition, since the investigation had brought forth certain factors in regard to her conduct and general attitude which had been subject to serious criticism, these facts had been laid before her very plainly and she was advised to do her best to improve her standing with the group through more co-operative conduct.

Dorothy Walker had been called before the committee because certain living arrangements of hers which entailed the payment of board to Ruby had entered the discussion in the case of Mrs. Hawkins. Details concerning this, and the committee's reaction to the ethics of the small amount she paid Ruby for accommodations received, were explained to her. She, too, had been subject to a lot of criticism on account of poor conduct and attitude. She received a similar warning to that given Mrs. Hawkins.

In the case of Mrs. Walker the committee had discovered that she is now divorced and does not receive alimony. She is, therefore, returned to the status of a single woman and entitled to the $22.00 minimum salary instead of the $19.00 she has been receiving as a married woman whose husband was employed. The $3.00 per week special needs differential she has been receiving will be discontinued under this new status. The committee recommended that the arrangement be ratified by council. It was moved and seconded that we accept this recommendation. Taken to a vote this was carried with one opposing.

The next item concerned the question of medical examinations which are required for wage workers before they are accepted on salary. The point under discussion was "How long shall a previous examination by our staff doctor hold good in the average case before re-examination is needed in order for acceptance on salary to be authorized?" Our wage workers, who are on our payroll between the dates October 15th and August 15th, are all employed subject to our usual health examinations now.

After some discussion it was moved and seconded that we ask for re-examination of wage workers if six months, or more, have elapsed since their last examination by our staff doctor, and in all cases where there has been any doubt as a result of the last examination, before we accept them on salary. Taken to a vote this was carried with one opposed.

Another matter pertaining to our health program was presented by Jack Evans. He asked council to instruct the Health committee as to payment of bills for medical service rendered to dependents of salaried employees who receive treatment while away from Indianapolis.

Council chose to make this a general discussion and to include anyone who is entitled to health protection under our existing rules. It is our intention to provide complete health protection to our salaried employees and their dependents but it is to be borne in mind that medical services are to be extended through the facilities arranged for in Indianapolis except in emergency cases. Of course such services as are required by persons in our employ who are stationed elsewhere than at the home plant will have to be provided wherever they may find themselves.

Finally it was moved and seconded that we handle and pay bills for medical attention rendered to salaried employees and their dependents while away from Indianapolis in the following manner:

All such bills to be turned in to the Health department and O. K.'ed by our staff doctor. Wherever possible the patient must be seen by our doctor and treatment verified and checked before such bills are O. K.'ed.

The Bookkeeping department will be instructed to honor all such bills as are properly endorsed by our doctor.

This was carried unanimously.

Two resignations of salaried employees, effective some time ago, were reported to council. Through an oversight these official notices to council had been forgotten.

Charlotte Corbett, Antioch student, had resigned effective May 23rd to carry on her school and industrial experience in another job arrangement.

Stella Bills, Dining Room, had resigned effective July 4th because of home duties which required her presence there, chiefly the care of a semi-invalid mother.

These resignation notices were accepted by council with the comment that for the sake of bookkeeping and council records, it is urged such notices be reported promptly.

A brief report was made about our publicity program and the clipping service returns on the news story which received national notice recently. The efforts which have been, and are being, made to get permission from our jobbers to print our name on their labels, or to allow us to use cans with our name stamped on the lids, in order to obtain an identification mark for our goods which will make it possible for the consumer to recognize our products under the various private labels we pack for, were explained. Results to date show that quite a few of our jobbers are consenting to the "name on the can" proposition. One of our larger customers, the Red & White voluntary chain organization, has agreed to our name on the Red & White label. This identification will make our publicity work much more effective and, in time it is hoped, will make national coverage possible.

It was reported by the Purchase department that dies are being prepared by the Can Company so that our name can be stamped on the lids. These are almost ready and delivery of such stamped cans is expected by the first of September making it possible to use them for tomato soup for this year's pack.

The chairman had received a letter from Mr. Hapgood, addressed to council, during the week and this was read by the secretary as the next order of business. A number of suggestions were offered for council's consideration summarized as follows:

1. Possibilities of packing two new items—Pork and Beans, and Spaghetti with Cheese. It was asked that we consider this very carefully and, if possible, work on samples and costs before tomato season. Reasons for the recommendation, from two points of view, were given. (a) Production—using such items as "fillers" when we are running light schedules on soups and chili. (b) Sales—making it possible to include them with other goods and make up car shipments which would help reduce freight rates, especially to customers at far distant points.

2. Consideration by council of the matter of offering employment to the wives of our employees, especially where there are no children. The reasons, as stated, for this recommended discussion were (a) "that it is of great importance that the wives of the employees should be in as intimate contact with the company as possible; that one of the chief reasons for lack of interest in council meetings and in the various details of our system is caused by the lack of interest in our problems of the wives and other members of the employees' families. We are now doing things for the family of each employee which really make the entire family a member of our business, and we must try to get each family to understand that responsibility. The degree to which we are going in social matters calls for more careful thinking and planning than we have thus far done, and unless we do such thinking we shall find ourselves in a position, in the years to come, which will force us to withdraw help from those who need it most."

3. Discussion of "care of those workers who are too old to do much, if anything, toward helping the group to earn an income sufficient to support all in comfort. We must try to find a plan by which such workers can be taken care of most economically, and at the same time as pleasantly and healthfully as possible. It was on this account that a recommendation was made some time ago that we provide a place in the country where our older people, and those incapacitated for much activity by illness, may live at less expense than in the city, and under more healthful conditions."

4. Mention of rumored remarks to the effect that some of the single salesmen thought that they should not get as large an allowance on the road as they do get, or at any rate not as large an allowance as the married salesmen. Expression of the hope that, if this were true, the men who felt that way would have the courage and good fellowship to bring the matter up in council.

The matter needing immediate discussion was that referring to the packing of the new items suggested. Preliminary remarks showed that it was too close to the tomato season to do much about run-

ning such goods now but samples could be worked on. Believing that later discussion could be helped a lot by more detailed information it was decided to refer this matter to the Sales committee for further investigation and a report will be returned to council of the recommendations of that body at the earliest possible time when further discussion will be entertained.

All the other items, referred to in the letter, were put on the agenda for later consideration.

A brief resume of crop conditions, as they seem to be for our tomato acreage, was given by the Purchase Agent. His opinion was that our tomato yield this year would be about the same as that received last year and that the total shrinkage would be about 25 per cent.

Arlie Myers reported that the Paragon plant would be all ready to operate in another week.

Arlie asked that council instruct the committee on committees to meet and review the membership of all standing committees for the purpose of making changes in the personnel of various committees. These changes would make possible a greater spread of the responsibilities of committee duties and relieve some people of part of the load they were carrying through being in service on so many committees. Council accepted this suggestion.

The chairman stated that it had been called to his attention and he had been asked to issue a general statement about the careless habit of some people in taking advantage of small privileges like quitting on the job ahead of time, and going to the dining room ahead of schedule for the meal times, and general thoughtless acts of that kind. Bert Hines added a statement of his own about this matter and asked that we all watch ourselves more closely and be more careful of the kind of example we set for other people in this regard. These remarks were in the nature of a timely reminder and a warning to us all to be more observant of the rules we have established for ourselves to govern these things.

The meeting stood adjourned at 9:30 P. M.

Regular C. C. Meeting, August 15

The meeting was called to order by the chairman and the minutes of the last meeting were read and approved.

The first order of business was a report from the Health committee submitted by Miss Franz and Jack Evans. Ollie Chambers and Harry VanDeVender had both undergone major operations during the week and were being cared for at St. Vincent's Hospital. Each would probably be away from work for some time. Dr. Leer has been rechecking on a lot of dental work for salaried employees and, at present, is working hard on treatments for dependents of salaried employees. Dr. Mueller has returned from her vacation and two tonsil extractions are scheduled for Monday, August 18th, for the daughter of Albert Hines and a daughter of Robert Smith.

The Stock Purchase committee reported informally that a request had been received to have the company buy back $200.00 worth of preferred stock held by Mrs. Emma Nutter. The committee had not had time to meet to consider this request so the chairman, Jack Evans, stated the reasons for the need to cash in this stock and asked the committee members for opinions in council. Mrs. Nutter's son has been unemployed for some time and has a family to support. In order to meet payments on a house he is trying to buy his mother wished to assist him by loaning him the $200.00. Another semi-invalid son is partially dependent upon her for support and her own salary, while set to meet the needs of herself and this son, would not meet this emergency situation. A canvass of the committee showed them unanimous in recommending that the request be granted. It was moved and seconded that we accept the recommendation. Taken to a vote this was carried unopposed.

Another request had been received to have the company buy back some preferred stock. This had been made by Genevieve Hendricks who wishes to cash in $400.00 worth of her holdings when she resigns from our employ, which she intends to do at the end of this month. It was stated that we have an agreement in council that the company will purchase preferred stock when requested to do so by persons leaving our employ. This automatically takes care of Genevieve's request.

The next thing on the program was a report made by Lucille Burkhart about her experiences at the summer session she has just attended at Commonwealth College, Mena, Arkansas.

Lucille gave a very comprehensive report on the various phases of life at Commonwealth as she found it and a brief history of the school and its aims and ideals. She stated that the Commonwealth College experiment was built around four main premises:

1. Communal living.
2. Student participation in ownership and management.
3. Self support.
4. Curriculum.

The teachers spend four hours each day in work which is necessary for the maintenance of the school, and teach four hours a day in classroom work. Students also work four hours a day and attend classes four hours a day. The teachers receive no pay for their services other than living requirements which include food, shelter, and clothing. Students are asked to pay a small fee to cover tuition ($100.00 for the eight months' winter course) and board and lodging is provided.

Student participation in management is limited by length of working contact with the school, it being necessary to have two years service in order to be eligible for election to the board of managers.

The curriculum is planned very carefully and the school aims at academic freedom and is non propagandistic in that no one creed or philosophy is stressed but, rather, an attempt is made to see and understand all sides of any problem.

Social activities are usually of a home made variety—amateur theatricals, community and college dances, and social events of the kind to be found in rural districts where not many modern conveniences are available.

Student labor has been found not too highly efficient for the most part, to date, due to lack of previous training in many of the activities indulged in. The girls do such work as office work, canning and preserving, laundry and cooking. The boys do the farm and garden work, tend the live stock, and do the building, etc. All the buildings on the campus have been put up by student and teacher labor. The day begins with a rising bell at 6:00 A. M. and breakfast at 6:30. Working at whatever task has been assigned is the schedule from 7:00 to 11:00 A. M. Then the noon meal break in the program to be followed by four hours of class work in the afternoon.

The drought of this summer has been unusually intense in the district surrounding the school so that the farmers have been forced to sell their cattle as beef because of the water shortage. This factor made possible the inclusion of a lot of beef in the menu at the school.

The history of the school has been one of frequent change of locality and slow growth accompanied by considerable hardship and pioneer living conditions. The school was started at Ruskin College, in Florida, in 1917. In 1923 the group moved to New Llano, La., and started a working agreement with Llano co-operative colony. This relationship was dissolved in 1925 due to internal disharmony between the college group and the colony group. In the latter part of 1924 it was intended to move the college to Ink, Ark., and arrangements were to be negotiated through Job Harriman but this move failed to materialize.

The move to the present college site, which is about 11 miles from Mena, Ark., was accomplished in the early part of 1925. This location is in the valley of the Ouichitas in the Ozark mountain range. Forest reserves in the hands of the government surround it on all sides and it is a district of great scenic beauty.

Lucille's own reaction to the country, to the people, and to the classwork was one of keen delight and helpful stimulation mentally and physically. Her health was invigorated by the mountain air and simple, country living and she found mental stimulus in the class work and social contacts.

Her classes included studies in Economics, Public Speaking, and Psychology. All of these subjects were very interesting and will be of great help to her in her future activities at the Columbia in her opinion. She found psychology especially interesting and stated that three approaches to this subject were studied—glandular, behaviorist and psycho-analytic. She hopes to be able to understand and interpret the actions of her fellow workers more intelligently and fairly because of greater knowledge of cause and effects in the mental field. Her studies in economics will enable her to understand more fully the business aspects of our work and her public speaking will give her greater facility of expression for the ideas that may occur to her.

She expressed her appreciation to the group for the opportunity afforded her and hopes to return in service to the group some measure of the responsibilities which further knowledge carries.

A number of questions were asked Lucille which she answered. These concerned the former relationship between Commonwealth and Llano, the capacity of the school now, the management of the school, and its future plans.

This report was received by council with a note of appreciation for its very fine delivery and was a splendid com-

mentary on the public speaking course she has been studying.

The next item of business was a report from Jack Evans on the resignation of Polly Gregory Loughmiller, a salaried worker who is leaving our employ effective as from today. Polly has been in poor health recently and has not been able to be at work much of the time since her marriage last April. Her husband has been unemployed for some weeks past, due to the general business depression, and the only income into their home has been Polly's salary. Because of the condition of her health, which is in a generally run down state, she has decided to resign and we have arranged to give her husband a job with us on wages in her stead so that a family income will be continued. Council accepted this resignation, and the arrangement outlined which Jack had taken care of on his own responsibility as employment man.

The Sales committee had been convened by the chairman of council on last Tuesday and the members informed of council's request that they study and investigate the matter of adding the two items, Pork and Beans and Spaghetti with Cheese, to our list of varieties. They were asked to report on this at their earliest convenience and to elect a temporary chairman to serve the committee in Mr. Hapgood's absence. Their choice fell on Jack Evans.

The committee on committees had been given council's instructions about complete revision of all standing committees but had had no opportunity to meet during the past week. It is expected that an opportunity for a meeting will present itself next week.

Discussion as to whether the intake air fan, recently installed in the Kitchen was proving successful was the next item. After considerable discussion as to the chances of completing installation soon on account of pressure of other work it was agreed that the one fan had been very successful in the Kitchen and had given a lot of relief in that department. It was stated by several persons that there is urgent need for improved ventilation in the Capping and Process departments and the other fans should be installed as soon as possible in order to relieve the situation there.

It was moved and seconded that the two additional intake air fans be purchased at once and installed as soon as possible. This was carried unanimously.

A letter, addressed to Mr. Pinchon in Hollywood, Calif., had been forwarded to council by him for our consideration This was a request for contributions to funds being raised by the Conference for Progressive Labor Action for carrying on work of investigating causes and possible cures for the problem of widespread unemployment. After explanation was given council as to what this Conference is and does and it was recalled that we had donated $10.00 to them last year, and it was moved and seconded that we contribute $10.00 to their fund again this year. This was carried unanimously.

Homer Shelley, who has charge of our payroll, presented a suggested method for the entering of new wage workers on our payroll and gathering the necessary data required in order to set the wage rates. He proposed that each department leader be requested to fill in the required form for each wage worker as he was starting to work. These forms would then be turned in to the Standards department by that leader for records needed there. The Standards department would, in turn, pass them on to the Bookkeeping department.

There was objection raised to this suggestion on the grounds that it would take too much of a department leaders' time so, since there was no definite counter-suggestion forthcoming from council and all the methods used during the past several years have proved unsatisfactory, it was agreed to refer this matter to Jack Evans, Homer Shelley and Dorothea Nord-Holt for settlement. Any system which they agree upon for handling this matter will receive the sanction of council and is to be followed.

The next group of resolutions were adopted as rules of conduct about the company as follows:

1. It was moved and seconded that outside of regular working hours no one is to be admitted to the plant except on written order from the head of his department to be presented to the watchman on duty. Such individuals are requested to notify the watchman when they leave the premises again so that gates and doors may be locked after their departure. Carried by unanimous vote.
2. It is urged that each employee be cautioned about fast driving in the factory driveways and yard. Serious accidents may result from such carelessness and it is requested that each person who drives an automobile to the plant be careful to observe general traffic regulations and to drive with reasonable speed. Obey the signs—sound your horn—and drive carefully!

3. It is asked that, in case of emergency overtime work, food tagged for use in the next day's menu be left undisturbed in the dining room kitchen. Emergency suppers can be provided from other supplies and it causes considerable disturbance when these needed prepared foods are unnecessarily used.
4. Visitors are to be allowed in the plant only when arrangements have been made to show them through and they are properly accompanied by a guide. Children are barred from entering the Production department on account of the danger of accidents due to the machinery unless carefully watched by an adult.

   Persons calling for employees in order to accompany them home after overtime work and requested to wait in the main office, or in the council chamber, until the employee is released from duty and is ready to leave the premises. Unless permission has been granted and a guide in attendance all such persons are not to be admitted to the Production departments.

Special Needs requirements for people who are to be transferred from the main plant to the Paragon plant, or to any of the Tomato Receiving Stations, during the tomato season are to be referred to the Special Needs committee for consideration. The action of the committee in each such case is to be considered final during the emergency period covered by the tomato season by unanimous agreement of council.

Due to the uncertainty of the working schedule for the coming week because of tomato receipts it was left undecided as to whether we would hold the regular council meeting next Friday night. There will be no meeting on Friday, August 22nd unless there is a notice posted on the bulletin board on Thursday announcing one. It was stated that we would have to begin receiving tomatoes on Saturday as from August 23rd and our working schedule from now on through the tomato packing season would be uncertain and dependent upon receipt of tomatoes.

The meeting stood adjourned at 9:30 P. M.

Regular C. C. Meeting, August 22

The meeting was called to order by the chairman and the minutes of the previous meeting were read and approved.

The first order of business was a report from the "Special Needs" committee submitted by Arlie Myers, chairman.

The recommendation of the committee regarding the pension payment of Davis Milner was as follows:

That he be paid a pension of $20.00 per week plus a $2.00 child allowance.

That the company buy back all the preferred stock he holds, including that which is due him for this year, so that all his outstanding indebtedness might be cleared up with the cash obtained from this stock transfer. That the Bookkeeping department see to it that all his bills are paid and that he receives any cash balance remaining.

That this be effective as from August 29 and a review of the case be made in six months, which would be February 27, 1931.

This recommendation was based on careful investigation of all the facts of living expenses as submitted by Mr. and Mrs. Milner. The doctor has recommended that Davis move to the country and these figures were based on conditions he is likely to find in a rural community. A house has been secured for him near Camby, Indiana, and arrangements have been made for him to move there next week.

It was moved and seconded that we accept the recommendation of the committee. This was carried unanimously.

Six months have elapsed since the pension payment was set for Lafe Gardner and a review was due on his case. The review had been made by the committee and it was found that the present arrangement is quite satisfactory so no change is recommended at this time.

The case of Norman Eickhoff had been discussed. Norman's wife died about six weeks ago leaving him with two small children to care for and, as a widower with dependent children, his salary will have to be adjusted on a "Special Needs" basis. However, the committee found that Norman has not had time to make any permanent or definite adjustment of his living conditions as yet and recommends that no change in his salary be considered until after the tomato season at least. This recommendation was accepted by council unanimously.

The next report was from the committee on committees submitted by C. E. Franz, chairman. A complete review of all standing committees had been made during the week. A number of changes had been made in the personnel of various committees and the following is a list of committees as they have been changed, effective from this date.

1. Committee on Committees:
   C. E. Franz
   J. L. Evans
   A. D. Myers

Six months
Walter Mullen
Wm. H. Hines

Alternates
Opal Hassenzahl
H. Dorothea Nord-Holt.

2. Directors and Officers:
W. P. Hapgood, President
W. H. Hines, Vice-President
C. E. Franz, Secretary
H. E. Herner, Treasurer
Walter Mullen.

3. Special Needs Committee:
Arlie Myers
Jack Evans
C. E. Franz
Mildred Hamilton
Robert Smith
Glen Lipferd
Joe Watson, substitute.

4. Salary Recommendations Committee:
Walter Mullen
Olive Ferguson
Jack Evans
John Passwaiter
Chloe MeHarry
Albert Hines, substitute
Frieda Marschke, substitute.

5. Stock Purchase Committee:
W. H. Hines
K. W. Lucas.
H. D. Nord-Holt.

6. Standards Committee:
Homer Shelley
Albert Hines
Josie Baker
Arlie Myers
Norman Eickhoff
H. D. Nord-Holt.

7. Health Committee:
Kenneth Lucas
Clarabelle Cook
C. E. Franz
Jack Evans
Wm. P. Hapgood
Howard Herner
Chloe MeHarry

8. Budget Committee:
Wm. H. Hines
Albert Hines
C. E. Franz
Jack Evans
Arlie Myers
H. E. Herner
Ken Lucas.

9. Education Committee:
Albert Hines
Jack Evans
H. Dorothea Nord-Holt.

10. Committee to Investigate Labor Policies of Persons We Deal With:
Discontinued.

11. Sales Committee:
Salesmen
Jack Evans
Wm. H. Hines
Albert Hines
C. E. Franz.
H. E. Hemer.

12. Cauldron Editorial Staff Committee:
Milburn Forth
H. D. Nord-Holt
Opal Hassenzahl
Jack Evans.

The new committees have not as yet been convened and instructed in their duties but this will be done very soon. Each committee will then select its own officers.

The next report was on the fall plans of the Publicity department and had been submitted by Mr. Pinchon to the secretary of council by letter. The report included a group of new ads and news stories which have been prepared and a summary of the program outlined for fall release. These things were presented and explained with the thought in mind that council could be considering the various features suggested and be prepared to discuss the Publicity budget as soon as the tomato season is finished and council meets again. The news stories and ads will be posted on the bulletin board.

In mentioning certain changes which have been made in the pamphlet called "A Business Without a Boss" a correction in the subject matter contained in the story was called for by John Brophy. This pamphlet is a reprint of a story about The Columbia Conserve Company written by Boyd Gurley, editor of The Indianapolis Times, as a feature article and printed in the "Times" under date of February 13, 1930. These pamphlets have been distributed widely by us as publicity literature. The correction called for was in regard to the statement about limitation of families with the inference of birth control which was made in the story and which does not truly represent council's opinion or reason for the child allowance covering only three children under the ages of 16 years in any family.

After long general discussion about this it was decided that it be requested that Boyd Gurley, editor of The Indianapolis Times and author of the story "A Business Without a Boss" be asked to withdraw from this story all statements of a contentious character referring to birth control or family limitation. It is

asked that the following statements be eliminated especially:

"There is a reason for the three.

"These workers also discuss social problems. They decided that very large families are a menace to the happiness of a worker's life. The limit was fixed."

It is the desire of council that a correction should be noted in the pamphlets if we continue to use it as an official pronouncement concerning our company.

It is requested, also, that whatever printing of these pamphlets, and other official publications concerning the company, we have done should be done by union printers, if this is at all possible, and should carry the union label. It is asked that if Mr. Ginn is to continue to do such printing for us he be requested to become a union printer if it is possible for him to do so under the rules and regulations of the Typographical Union.

The latter request about union printing was made due to the inclusion of that matter into the general discussion about the pamphlets. It was stated that all of the printing which has been done by us on these pamphlets in Hollywood has been done by union printers but that which has been done locally has not been union printed. It was the opinion of several that it would be much more in line with our general policy if we were consistent in this matter and tried to get the work done under union conditions.

Jack Evans was asked to inform Mr. Gurley and Mr. Ginn of these requests.

The next item of business was the matter of the resignation from our employ of Genevieve Hendricks effective as from Friday, August 29th. Genevieve submitted her own resignation and thanked the company for all the benefits she has received from her long association with it; and added that she wanted council to know that she stood ready at any time to do whatever she could in the interest of the group as the wife of one of our salaried employees. Council accepted this with applause for the fine spirit which it showed.

In consideration of the matter of appointing a successor to Genevieve as leader of the Printing department, due to the shortness of time in which to consider this problem and the need for immediate appointment of someone, at least temporarily, it was decided to allow Miss Franz to choose a temporary assistant who would carry on the work during the tomato season. Her choice fell on Dorothy Herzog.

When council convenes in regular meeting again following the tomato season this matter will be discussed again more thoroughly and a definite appointment made by council.

The meeting stood adjourned at 9:00 P. M.

WALL STREET SPEAKS!

The Magazine of Wall Street for July 12th of this year contains among other interesting expressions of opinion and news items the following:

"The Soviet government of Russia has opened the largest agricultural machinery plant in Europe and a tractor factory with a capacity equal to that of all of the other tractor concerns in Europe. The plants were built by Americans, but the Bolshevists are to run them—which will probably be something very different. If operations are successful and the peasants can use the machines, Russia will soon be back as an exporter of wheat. Bad news for the American farmer just when the agricultural department tells him that the wheat raisers have seven lean years ahead. It's a ludicrous world. Capitalistic American industry plays school teacher to communistic Russia and builds up socialistic competition for the individualistic American farmer. We arrest the communistic soapbox orator for advocating communism here and help his masters make it a success in Russia."

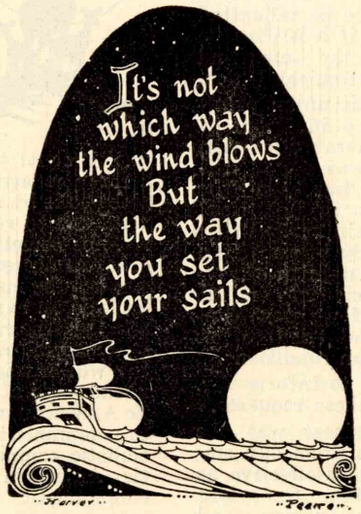
From the foregoing, it seems as if our capitalist friends are becoming aware of the inevitable contradiction in which they find themselves, but one cannot help but wonder as to what is to be done about it.

If—!

"It is extraordinary that Mrs. Jenks can never see any faults in her children," observed Mrs. Smith.

"Mothers never can," remarked her husband.

"What an absurd idea, James! So like a man. I'm sure I should see faults in our children at once—if they had any!"


It's not
which way
the wind blows
But
the way
you set
your sails

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 4 **OCTOBER, 1930** **No. 9**

MILDRED HAMILTON
Label Room
The Columbia Conserve Company

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

A HITCH-HIKER PAUSES IN INDIANAPOLIS

By Frank Shilston

My longest pause on a trip of two thousand miles was in Indiana's fair metropolis. Here, people and buildings seemed much the same as in any other large city. The parks and monuments were there. In the center a stately column, rising to the sky, reminded one of the struggle to abolish slavery. Not far away, a fairly large, almost solid, clear-cut structure brought to mind the world struggle for "democracy." But it was not here that the writer's principal interest lay. It was a few miles farther to the south, where, instead of erecting material monuments to remind one of spectacular achievements, a group of humans were erecting a social monument of much more enduring material.

Here the writer lingered for the best part of four days. It was new to him to see and talk with so many intelligent people in what looked like an ordinary factory. And this intelligence did not end with talk; the group was able to consider policies and adopt methods relating to the industry in which they worked. In short, these people were co-operating to produce things for use in the most rational way possible. This "Business without a Boss" method the writer thought novel—even in America where so many novel things seem to exist.

But were not these people working out another phase of the greatest movement of modern times; great, in spite of its being missed by those who are supposed to know? Are they not another group, which, in purpose, is to be classed with the hundred and thirty-five thousand co-operating wheat farmers of Western Canada, the six million consumer co-operators of Great Britain and the fifty-five million co-operators represented by the International Co-operative Alliance? Undoubtedly they are! They belong to a movement which silently and therefore all the more surely is transforming the world.

Perhaps many of those silent workers in Indianapolis whose motto is, "Each for all and all for each," are unaware of the great movement to which they belong. But they are slowly and surely building a monument which will contain a beacon light for the world's depressed industries and surpressed people to follow. The structure will remind the world that its business life is a socially happy one. And I am glad to have witnessed an undertaking which, although relatively small in size, has such immense possibilities for all mankind.

The Budget Plan

The wife had been put on the budget plan. At the end of each month she and her husband would go over the accounts together. Every once in a while he would find an item, "G. O. K., $3.00," and a little further on, "G. O. K., $6.00."

Finally he said, "My dear, what is this —'G. O. K.'?"

"God Only Knows," she replied.

EDITORIAL

The last four weeks have been busy ones with us and each employee has had his fill of hard work and fairly long hours of labor. The busy season allows exemption to only those who are incapacitated or who are physically unfit. For the reasons given, the October Cauldron goes to press with only this short statement under the heading of "Editorial."

It is our hope that it will do service for just this one time.

THE BEE THAT SWARMED ALONE

Said the wise old bee at the close of day:
"This colony business doesn't pay.
I put my honey in that old hive
That others may eat and live and thrive;
And I do more work in a day, by gee,
Than some of the others do in three.
I toil and worry and save and hoard,
And all I get is my room and board.
It's me for a hive I can run myself,
And me for the sweets of my hard earned self."

So the old bee flew to a meadow alone
And started a business of his own;
He gave no thoughts to the buzzing clan,
But all intent on his selfish plan.
He lived the life of a hermit free.
"Ah, this is great," said the wise old bee.

But the summer waned and the days grew drear,
And the lone bee wailed and dropped a tear,
For the varmits gobbled his little store
And his wax played out and his heart was sore.
So he winged his way to the old home land
And took his meals at a side-door stand.

Alone our work is of little worth,
But together we're the lords of the earth.
So it's all for each and each for all—
United we stand, divided we fall.

—From The Nash Magazine.

A CONFERENCE ON SOCIAL WORK

The Annual State Conference of Social Workers for Indiana was held this year at Gary, Ind. There were present about four hundred people from all over the state, in addition to several visitors from adjoining states.

The conference theme was that of Industry and Social Welfare, and practically all the addresses given at the conference bore a direct or indirect relationship to that subject.

Most of the auditors at all the meetings were social workers, and consequently each had a greater or lesser knowledge of our social as well as of our individual ills, and each had also a considerable training in dealing with such ills.

The trained social worker is a product of the last generation, and he has now come—in the United States at least—to replace almost completely the former representative of charity organizations, both public and private.

This change has been wholly for the good, for the scientific training given such workers enables them to understand more completely the nature of their tasks and equips them with an attitude of mind which urges them to seek the causes of social and personal ills rather than to be content with the observation and treatment of symptoms.

This scientific approach was very apparent at Gary, and it prevaded most of the sessions held there.

In spite of the above mentioned fact there seemed to exist among many of the members of the conference an inadequate appreciation of the connection between modern industry with its evils and the highly complex society of today.

This may have been due to many causes, but one which seems to contribute in marked manner to this result is the hypnotism which our present industrial set-up exercises upon the minds both of the average man in the street and his more intellectual brother, so that they feel compelled to defend the present system of running industry wherever any proposal is made to change it.

The popular belief that we have always had a species of capitalist production and distribution and, the deduction following that, that it must always remain, seems to have fastened itself more or less securely upon the minds of even those who have been trained to think through many of our present day problems.

That is not surprising in view of the fact that worship of our industrial system is as well conducted and as thoroughly entrenched in our institutions of learning as anywhere in the world.

All that notwithstanding, during times of crises such as the present depression an ever growing number of people from among the working class—the class which suffers, and those who watch this suffering at close range—as do our social workers—are beginning to become aware of the fact that our present industrial system and the social order which it has created are functioning ineffectively and in many places very badly.

We have said that the scientific mind seeks for causes and it is evident that our social workers are seeking and finding causes behind our social ills.

The part played by our industrial mechanism in the creation of social problems is not difficult to see unless one is extremely timid and hesitant in recognizing it.

At the present time unemployment is attracting attention on all hands and is, no doubt, the great social problem of the day, embracing many other problems within its folds.

The social worker is confronted with a serious situation at a time like this, and it is little wonder that he asks about the responsibility of industry towards the problem.

At the recent conference at Gary two industries were represented. They were the Standard Oil Co. and the Columbia Conserve Co., and each was asked in effect to answer the question, "What is industry going to do about unemployment?"

The representative of each company gave as his answer a brief history of his company's activities during the last decade or so, to which each one added a statement of the company's social and industrial philosophy.

The Standard Oil Co. seems to have aimed chiefly at the development of an esprit de corps among its workers through the agency of its company union, and in doing this work it has ameliorated working conditions, improved the status of its workers and developed a fairly elaborate welfare organization, the chief purpose of the latter being the provision of recreational facilities for the majority if not all its employees. With unemployment—seasonal or technogolical—it seems to have done little or nothing, and it certainly has not approached the problem of cyclical unemployment with a view to contributing anything towards its cure.

The record of the Columbia Conserve Co., on the other hand, was shown to be one of persistent effort in the direction of improving conditions of work and shortening hours of labor, and above all, in developing within its organization the personality of each employee. Within certain limits the Columbia has abolished both seasonal and technological unemployment, and this it has done chiefly, if not solely, because of the fact that it believes in and practices self-government within industry.

To the social workers of Indiana who were assembled at Gary, the story of the Columbia Conserve Co. was interesting and instructive.

Many of them saw clearly that the work done by us had an important and very direct bearing upon the social as well as the personal welfare of each of our employees and his dependents. They saw also that a general change throughout industry, which would result in the complete change of industrial control from an autocratic to a democratic basis

would greatly lighten their labor and in many cases remove entirely the need for it.

It may be hoped that thoughtful people, such as those gathered at Gary, will rouse themselves from the hypnotism that has hitherto fettered their minds in studying the industrial world. The fact that they invited representatives of that world to speak to them, that they could listen respectfully and sympathetically to an account of the Columbia Conserve Co. that is run on democratic lines quite different from the orthodox capitalistic system, and greet it with enthusiasm—might be a token of a change in attitude on the part of social workers to proposals for more extensive and far-reaching changes in industry.

Just Fueling Around

Teacher: "Willie, can you tell me how matches are made?"

Willie: "No, ma'am, but I don't blame you for wanting to know."

"What on earth do you mean?"

"Mother says you've been trying to make one for years."—Syracuse Post.

In a small village in Ireland, the mother of a soldier met the village priest, who asked her if she had had news. "Sure, I have," she said. "Pat has been killed."

"Oh, I am very sorry," said the priest. "Did you receive word from the War Office?"

"No," she said, "I received word from himself."

The priest looked perplexed and said, "But how is that?"

"Sure," she said, "here is the letter; read it yourself."

The letter said: "Dear Mother—I am now in the Holy Land."

"Bad auto smash, eh?"

"Bad? Man, it was terrible. Why, the drivers weren't even able to get up and fight."

THE CANNING WORKER'S LOT!

The following is an excerpt from an eastern daily newspaper which will be of interest to all workers in the canning industry and particularly to those engaged in canneries where the chief item being packed is soup.

"Camden, N. J., Aug. 28.—The Campbell Soup Co. that normally employs 5,000 unskilled and semi-skilled workers has cut the wages from 33½ cents an hour to 28 cents an hour. Several thousand workers are comprised in this category.

There was also a proportionate reduction for the 42-cent an hour workers.

Layoffs in the plants are taking place regularly, with thousands of out-of-town workers who had flocked here looking for work standing at the gates in the hopeless search for work used as a club to further speed up those working."

Why Plumbers Get Rich

The plumber worked and the helper stood helplessly looking on. He was learning the business. This was his first day.

"Say," he inquired, "do you charge for my time?"

"Certainly, you idiot," came the reply.

"But I haven't done anything."

The plumber, to fill in the hour, had been looking at the finished job with a lighted candle. Handing the two inches of it that were still unburned to the helper, he said witheringly:

"Here, if you gotta be so darned conscientious, blow that out!"—Exchange.

First Clerk: "Say, Tom, what does your wife say when you go home late?"

Second Clerk: "Oh, she becomes historical."

"Hysterical, you mean."

"No, I mean historical. She digs up all my past."

THERE IS NO CHANCE?

A famous Wall Street operator says there is no such thing as luck. Yet he made half a million dollars through a mistake in transmitting an order that reversed his intended position. Henry Ford is a firm believer that a certain self-made man was sculptured without the help of luck—and he told the Edison scholarship contestants that everybody has a chance to make good. Which, of course, isn't true—the incidents and accidents of heredity and birth being sufficient alone to deprive anybody of a chance in life. One of Ford's early partners says that the business grew at first entirely without foresight or planning—it was just lucky. Curiously enough, this same partner naively sees no determining luck in his purely fortuitous association with Ford and the millions it brought him.

Calvin Coolidge is getting $125,000 a year for writing 200 words a day. He didn't train to be a writer but gets this big money because he chanced to be President of the United States—by virtue of three colossal strokes of unadulterated luck.

Charles M. Schwab picks lucky men for those small salaries and colossal bonuses. George Washington couldn't have got a job with Napoleon before Yorktown—he was so unlucky. John Hays Hammond concedes that there is a sort of bull luck that makes and breaks. It was the merest chance of a dinner invitation that brought Lafayette and all he signified to America. Columbus discovered America by design and by perseverance, but lost his just rewards through rotten luck.

It is only the smug Sam Smiles and the superficial Pollyannas who ignore luck and preach that goodness will bring riches, and excellence success, without fail. Every sportsman knows that without a fair share of the "breaks" he will lose despite brain and brawn. Every successful business man, if he is frank with himself, knows that he often has moments when he feels devoutly grateful to his "lucky stars." He perhaps thereby implies a belief that luck is destiny; but whatever the name he knows that, beyond all training, education, discipline, industry, intelligence, and alertness, life is a game in which chance is a great factor. But this also is to be said, lest the youths of the business world be encouraged to wait for "something to turn up" that the active and prepared man has better facilities for getting in the way of luck and to make the most of it.—From The Magazine of Wall Street.

Ain't It the Truth

"You are charged," said the judge, "with beating up this government inspector. What have you to say?"

"Nothing," replied the grocer. "I am guilty. I lost my head. All morning I held my temper while government agents inspected my scales, tasted my butter, smelled my meat, graded my kerosene. In addition, your honor, I had just answered three federal questionnaires. Then this bird came along and wanted to take moving pictures of my cheese and I pasted him in the eye."—Typo Graphic.

Dad Asserts Himself

Little Willie: "I don't want to go to that d——n school any more."

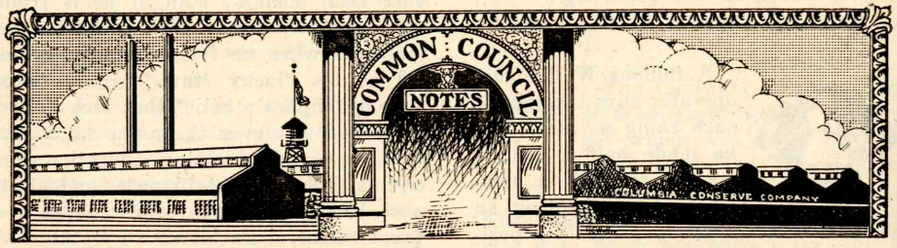
Father: "Why, Willie, where did you ever learn such a word as that?"

Little Willie: "Why, William Shakespeare uses words like that."

Father: "Well, quit runnin' around with him."

Attorney (to woman witness after cross-examination): "I hope I haven't troubled you with all these questions."

Witness: "Not at all; I have a small boy of six at home."



Special C. C. Meeting, September 22

The meeting was called to order by the chairman who explained that the reason for the special session was for the purpose of discussing certain matters pertaining to Llano Colony. Jack Evans was asked to give a further explanation of our dealings with the colony to date and the proposal agreed upon as a recommendation for council decision in regard to the next step to be taken in connection with the colony.

For the benefit of the large group of wage workers who were in attendance, who were newcomers to our group, a summary of our past contacts with the colonists, centering for the most part about the loan of $10,000 which we made to the colony last April, was given first. Most of these facts have been covered in council minutes reporting that transaction.

During the summer certain additional contacts have been made with representatives for the colony and persons interested in the colony who have visited it for the purpose of studying conditions there. Among the latter Mr. E. Milton Jones has come to us during the past several weeks and given us a report of his findings while an invited guest at Llano. This report was given with the full consent of Mr. Pickett, manager of Llano, and at our invitation.

Correspondence carried on between Mr. George Pickett and Mr. Wm. P. Hapgood about possible next steps to be taken in the interest of Llano resulted in the suggestion by Mr. Hapgood that before anything at all could be done, it seemed necessary to have a complete audit of the colony. In reply to this suggestion Mr. Pickett answered by telegram, saying that the colony would welcome having such an audit made and would appreciate having the Columbia Conserve Co. assist them in the job.

It was explained that our purpose now was to assist the colony in a constructive way through helping them become a more competent business organization and helping them learn the problems involved in democratic management which we might be able to do because of our own past experiences, provided the colony desired such assistance and agreed to co-operate with us in the matter. Their cordial invitation to us to assist them with an audit was a clear indication of their desire to co-operate in the matter.

Mr. Jones gave a comprehensive report of his findings while a guest at the colony and was in approval of having the audit made as a basis for further progress for the colony. He was of the opinion that the colonists would welcome such procedure with open arms.

Mr. Frank Shilston, a man who had been at the colony for the purpose of studying it for the past ten months, and who had been a visitor of ours for several days past, supported this view and approved of the idea of an audit.

It was the opinion of both these men that this procedure would be welcomed by all the colonists for differing reasons that is, for those who were in accord with things as they were now and for those who for various reasons might want to see certain changes made.

After general discussion of the proposition covering fairly completely the various angles presented and our responsibility in the matter from the social point

of view—it was moved and seconded that we send a committee of three, including Mr. E. Milton Jones, to Llano Colony for the purpose of making a complete audit of the colony, the expense to be borne by us. The motion was carried unanimously.

It was estimated by Mr. Jones that the auditing would take at least ten days or two weeks time. He stated that exact estimate of time was impossible, but the committee could report back as to conditions found, and time needed, etc., after they got there and conducted a preliminary survey. He wanted it understood that his own time was to be contributed without payment because he considered it a privilege to help, to that extent, in the interest of co-operative enterprises.

Mr. Jones has had long experience in the field of finance and business reorganization, etc., and his qualifications covered that aspect of the proposed audit admirably. The other two members proposed were Ken Lucas as an accountant and W. H. Hines as qualified to appraise land, timber and equipment holdings. Both these men were proposed through properly supported motions. Both were accepted by unanimous vote.

It was suggested that we add a fourth member who might serve as chairman and help with interpreting the Columbia principles to the colonists, and that Powers Hapgood be chosen to represent us in that capacity. The motion to this effect was not supported and objection was raised to sending Powers on two grounds—one, his newness to the Columbia organization and unfamiliarity through lack of experience with some of our principles of government, and, second, his need for mastering his own particular job as leader of our newly created Reserve Department here at this time.

Mr. Jones suggested allowing the committee of three to use its own judgment when at the colony and to ask for assistance then if it seemed needed.

It was moved and seconded that the committee of three make arrangements to go to Llano as soon as convenient and that they be permitted to requisition assistance if they find they need it. This was carried unanimously.

The meeting stood adjourned at 2:30 P. M.

Regular C. C. Meeting, October 3

The first matter on the agenda was the proposal to place Milburn Forth and Leona Hall on full time salary. It was explained that both Leona and Milburn had severed their student connections with Antioch College and were anxious for permanent positions with us.

Upon the suggestion of Howard Herner, this matter was referred to the Salary Recommendations Committee for consideration, that body to report to Council at the earliest possible moment.

Jack Evans reported upon a loan of $15,000 that had been made recently to the Rocky Mountain Fuel Co., of Denver, Colo. He explained that the loan was for sixty days and at 7 per cent. interest. This interest had been prepaid. The reasons for making this loan, it was stated, were the same as those advanced for making a $20,000 loan to the same company a year ago. It was moved and seconded that the action of the committee in making this loan be approved by Council. Motion carried.

In connection with the above matter it was stated that a feeling had been expressed in the committee meeting to the effect that Council should appoint a group of persons who could function as a committee on matters of this kind when regular Council meetings could not be held. This matter was placed on the agenda for discussion at our next meeting.

Mr. E. Milton Jones reported upon the deliberations of the Llano Colony Audit Committee. He explained that the committee was of the opinion that a certified public accountant should be called in to assist in this work and to give the audit an authoritative stamp. The committee felt further that such a man should be hired at the expense of the colony, and Mr. Jones explained that arrangements had been made by wire so that this could be done.

The resignation of Maude Kennedy was tendered by Miss Franz. It was stated that Maude had found it impossible to work with us because of ill health, and that she found the dual task of housekeeping and factory work too much for her strength. Maude asked Miss Franz to express, in her behalf, her appreciation of the way in which the company had treated her. The report was accepted and so was Maude's resignation.

Jack Evans gave a report on the discussions that had been held by members of the Sales Department during the last several weeks. He explained that the situation was somewhat difficult and that discussion had helped to clear up a good many things that were not clearly understood before. It was explained that the present status of Hugh Bogardus was

that of rank and file salesman and that Mr. Hapgood had found it necessary to relieve him of any leadership responsibilities. With regard to criticism of the work of the salesmen and the department, feeling was expressed that only those people who were competent to judge the work of an individual salesman on the road should express opinion about the matter, and that a great deal of harm might be done by non-experienced people making critical statements merely because someone else better fitted than they had made such statements before. A little discretion and discrimination was asked of all people in connection with this important matter. The discussions had led to the creation of a new set-up within the department with which it was hoped the department would function more effectively and harmoniously than had been the case heretofore. The division of responsibilities between Mr. Hapgood on the one hand and the salesmen on the other hand had been clearly defined by the former, and as a consequence the salesmen appointed Cornell Hewson to head up the sales group in the performance of these various tasks.

A report on the present condition of business from the sales outlook was given by C. W. Knapp who had been working on the report at various times during the last several days. He gave a very clear presentation of the situation, and Council was greatly assisted by his use of figures on the blackboard. He explained that the Sales Department was of the opinion that the three months immediately ahead of us would be much better than the corresponding three months of a year ago. With regard to actual estimates of future business, he explained that the matter was to be taken up by the salesmen next week. Cornell Hewson explained the new organization within the Sales Department and stated that time was needed to make arrangements for campaigns and car shipments in order that campaigns be properly launched and successfully conducted. He emphasized the importance of meetings that were then being held by the salesmen as a means of education to each member of the department.

Jack Evans explained to Council the need for recruitment of more salesmen for the coming fall and winter campaigns. He suggested to Council that it consider the advisability of placing wage workers on the sales force and also for demonstration work. The opinion was expressed by Dan Donovan that any individual doing sales work would be greatly assisted if he was given the status of a salaried worker. It was expressed by others that considerable caution should be exercised in the matter of placing new people on our salary pay roll, as the needs of the business at present do not seem to warrant the addition of new men and women to our permanent force. Upon the motion of John Brophy, it was agreed upon that Council extend the privilege to the Sales Department of recruiting and training any promising material available within the plant for the purpose of placing such people on the road to do sales work. Arlie Myers asked that Council be informed of the names of any person or persons chosen for the purpose of going on the road so that it might express approval or disapproval of the choice made by the Sales Department. Brophy added this to the motion, and it was carried unanimously.

Mrs. Jack Goodman, representative of the Civic Theatre, asked for permission to address Council upon the matter of an educational scheme which the Civic Theatre had launched whereby industrial groups would have tickets for Civic Theater performances at a reduced rate. This, she explained, meant that industrial workers would pay $6.00 for eight tickets instead of the normal price of $10 00, which meant a reduction of 50 cents per performance. She explained that these tickets were transferable and could be used at any time. She also invited the group to select, if possible, any talent that it might have within it, so that they could be trained for amateur theatre work in the Civic Theatre. Edna Pavy explained the organization of the Civic Theatre's ticket selling campaign, and listed the people who would approach workers in various departments during the forthcoming week. The request of Fritz Anger, acting in behalf of the Russian Canning Commission, for the services of Henry Rippe for a period of one or two years was next entertained. Arlie Myers explained that he had discussed this matter with Henry and felt that the Council would be doing the right thing in giving Henry leave of absence so that he might go to Russia to assist in the building of a canning industry in that country. He added that he thought Henry's wife, who was not feeling very well, might profit greatly from the change which she would make in going from America to Germany and to Russia. Henry Rippe himself spoke and explained that he was anxious to go to Russia for the experience he would gain, and particularly for the good which might result from these experiences for the Columbia when he returned. Jack Evans

urged that the matter of leave of absence for Henry for this purpose be associated with a provision that the Columbia Conserve Co. should approve of the contract entered into between Henry and the Russian Commission before extending this leave of absence to him. Powers Hapgood spoke in support of the provision referred to by Jack, and stated that one of the chief practices engaged in by American technicians when they went to Russia was that of extorting fabulous salaries in return for whatever services they gave. He urged that the Columbia show a co-operative attitude towards the commission and the Soviet Government by seeing to it that no representative from here make an unfavorable impression by asking an exorbitant salary or unfair conditions from the Soviet Government. Several people spoke in connection with this matter of granting Henry this leave of absence, but it was finally agreed upon that we grant a leave of absence to Henry Rippe of upwards to two years without pay, subject to Council's approval of the contract entered into between him and the Russian Canning Commission. Mr. Anger asked Council whether it could entertain the request of the commission to place Russian students in the plant with a view to teaching them the art and science of cooking soups and other products. Because of the lateness of the hour, this matter was referred to our next meeting.

Meeting stood adjourned at 9:45.

Regular C. C. Meeting, Friday, October 10

Meeting opened with a report from Jack Evans dealing with the work of the Sales Department during the past week. He stated that the department had found it necessary to appoint Leo Tearney to take the place of Cornell Hewson as the man to whom the department would delegate the duties connected with organization and administration.

Because of temperamental difficulties that stand in the way of co-operation between Mr. Hapgood and Mr. Hewson and consequent lack of harmony which would arise from any attempt on their part to work together, the department felt it necessary and desirable to accede to Mr. Hapgood's request that another person be asked to undertake the responsibility of representing the department in the few and relatively unimportant matters in which such a person would come in contact with Mr. Hapgood's work. It is to be noted that Mr. Hapgood had offered, in the event of the Sales Department finding any difficulty in the matter of appointing a person for this task, to take this work upon himself and thus relieve the department of it. This, however, the salesmen felt unnecessary, and insofar as they wanted to relieve Mr. Hapgood of as much work as possible, they asked Mr. Tearney to act as their executive officer—he, in turn, to appoint whomever he might want as his assistant whoever he might want as his assistant or assistants, subject to the approval of the department.

Frank Eustis was called upon to explain the sales estimates made by the department during the week. This he did with the use of a blackboard, in which he showed how and why the Sales Department had arrived at certain figures. It was estimated by the department that our sales of non-tomato products for the last quarter of the present calendar year should be in the neighborhood of 100,000 cases. It was further stated that our present salaried force would be able to take care of weekly production running between eight and ten thousand cases.

Frank outlined the plan which is to be followed by the Sales Department, in which emphasis is to be placed upon our social policies as a medium to be used in selling our products. This would help to tie in the work of the Sales Department with that of the new Advertising and Publicity Department's program. Mr. Wm. P. Hapgood made a talk, in which he explained the general sales situation and the problems that present themselves to us at the present time. He explained that he had turned over to the Sales Department the whole work connected with the distribution of goods from wholesale house to retailer, retaining for himself only such work as is involved in our own relationship with the jobber himself. He said that our chief problem was now the same as it had been for a number of years, that of requiring to show persistent effort in strengthening the jobber in his effort to sell under his own label and urging him to do likewise with the retailers. He stated that the publicity campaign was aimed at the creation of consumer support and that in gaining this a widespread understanding of our social policies would help to a greater extent than any other one thing. The Publicity Department has already awakened a great deal of public interest in our social and industrial policies, and it remains now for us to keep that interest alive and increase it and to expand our sales as a result. His recent trip through the East and particularly his calls upon the New England Plee-zing jobbers showed that

there was a favorable disposition among these jobbers to share in our advertising efforts on a fifty-fifty basis. Each of ten jobbers talked to agreed that this work should be entered into with a good deal of zeal and each one seemed ready to do his share.

Mr. Hapgood emphasized the need for great vigilance on our part; first of all, in maintaining our sales position, and then in improving it. He stated that the soup business was a precarious one for a small manufacturer, and that it was unlike the catsup business or that of pork and beans. Soup is difficult to sell under the jobbers' labels, and it needs a courageous and observant sales force to carry through with the struggle.

In the absence of Walter Mullen, who is chairman for the Salary Recommendations Committee, Jack Evans reported that the committee had discussed the case of Milburn Forth and Leona Hall, both of whom had severed their connections with Antioch College and were anxious to be placed on the permanent salary pay roll. The committee recommended by unanimous decision that Milburn Forth be placed on the full time salary pay roll. This was accepted by Council without comment. The committee reported that it had found it impossible to make a similar recommendation in the case of Leona. The persons interviewed by the committee—six in number—had with one exception all spoken unfavorably of the impression that Leona created upon them. She was characterized as being indifferent and apathetic towards her work and somewhat inconsiderate of other people. The committee could only recommend that she be retained on wages and that she be placed directly under the care of Chloe MeHarry, who would be charged with the task of reporting to Council if and when she thought Leona deserving of being placed on salary at any time in the future. It was stated that the committee felt that it would be unfair to many of our present wage workers to place Leona on full time salary when she could not be considered as their equal in performance and attitude. The committee felt, therefore, that she should be placed on the same basis as they were on and that she should take the same chances with regard to future employment by us. The committee thought that there had been some improvement in Leona's rates during the last two or three weeks and one person at least was of the opinion that she had changed for the better in more than one direction during that time. It was moved and seconded that Council accept the committee's recommendation and this was carried unanimously.

Arlie Myers brought up the matter of the position occupied by two of our wage workers at Paragon. He stated that the two men in question were brothers and had been in our employ for several weeks. They were very capable men—one being a trained general boiler room man and the other had considerable mechanical ability. Both are married and have children. Arlie suggested that because of their qualifications they be transferred to this plant so that they might be available for work at Paragon when we open up there next year. The motion was made by Dan Donovan that we accept the suggestion. Objections were raised to its acceptance on the grounds that it would be better to consider very carefully our needs for permanent assistance in the Indianapolis plant and our needs at Paragon. Upon the suggestion of Ollie Chambers, it was decided to refer this matter to the Salary Recommendations Committee, and the committee was instructed to avail itself of all possible information with regard to our need for assistance before making any recommendation to Council. This was carried unanimously.

At the request of Mr. Fritz Anger, of the Russian Canning Commission, Council discussed the advisability of our acceeding to the commission's request to place up to six Russian students in the plant for training for a period of about six months. Mr. Anger made his request through Dr. Burckhardt who acted as interpreter, and he stated that the commission requested to have as many students as possible given the kind of training that anyone would get through working within this organization, particularly in those departments where the making of soup and other products is carried on.

Several questions were asked Mr. Anger, to which he replied. It was finally agreed upon to accept up to six students into our organization, but that we take them in batches of two at a time and that each group work here for a period of about six months. These students are to have an understanding of English and are to work in whatever departments the company thinks fit. The details of the plan for bringing them in are to be arranged between our Education Committee and the Amtorg Trading Corporation of New York. This motion was carried with one person expressing the opinion that he was undecided about the matter. It was stated by Mr. Anger that the Russian Canning Commission would be unwilling to have these students accept

any payment from us. While in our organization they will be paid by the Russian Commission or its representatives. Howard Herner raised an objection to accepting these men on the basis of nonpayment of salary or wages, but his objection was not supported.

Wm. P. Hapgood made a statement in which he emphasized the seriousness of the step we contemplated taking, and our responsibility to face this entire situation intelligently and courageously. He mentioned the fact that we were not only doing something that was not being done by our government, i. e., recognizing Russia, but we were going further and assisting the Russians rehabilitate and build up their industry. He said he was in favor of this step, but he wanted it taken with the full knowledge on the part of each one of the implications involved. John Brophy spoke, urging the recognition of the Russian Government by our own and the need for an awakening on the part of the masses of American people to the injustice of the present situation between the United States and Russia. He stated that our present position was a flat contradition of the position taken by our forefathers and especially by the founders of the Republic.

Jack Evans reported that the proposed contract between Henry Rippe and the Russian Canning Commission had been outlined and sent to the commission's headquarters, but the official contract had not been sent here to be examined by Council. This was expected in a few days.

The next matter on the agenda was a report on the creation of a Reserve Department. This department had been established during the tomato season with a view to relieving men and women who were in difficult situations and to offer relief in the case of emergency to both individuals and departments. The department was also created with a view to having a definite place where surplus labor might be sent and redistributed to points where it was most needed. At present the department is composed of eight regular members, including the leader. The opinion expressed by various heads of departments seemed favorable to the Reserve Department. Chloe MeHarry and Albert Armstrong both said that their respective departments had been helped out considerably by having a place to draw men from when they were really rushed, and also in that they had a place to send their surplus help at all times. It was moved and seconded that the Council ratify the action by the committee composed of department heads and that the department be regarded as a permanent institution. Carried unanimously.

The above report contained mention of the fact that Powers Hapgood, a wage worker, had been appointed leader of the department. To this objection was raised on the grounds of the principle involved. It was asked whether the appointment of a wage worker to leadership was consistent with our regular policy. In reply it was explained that the policy of the company had been to use each man and woman in the organization at the point where he or she could be most effective, regardless of the status of such a person. In reply to this it was stated that if a man or woman be capable of taking the lead in any department, then such a person should be placed on salary. At the close of this discussion it was moved and seconded that Powers Hapgood, leader of the Reserve Department, be placed on salary, subject to the usual medical examination. After very little discussion this was carried by a majority vote. At this juncture Mr. Fritz Anger asked permission to speak to Council. In his remarks he expressed the very profound thanks of himself and his associates on the Canning Commission for the good will and friendship that had been extended to him and to them during the time that he had been with us. He stated that he had received the utmost courtesy and the best kind of instruction and help that he could wish for, and in return he was exceedingly grateful to us. He also expressed the hope that his student friends who would come after him would find themselves as well situated and as happy with the Columbia Conserve Co. as he had been. After Dr. Burckhardt had interpreted Mr. Anger's remarks, Council showed its appreciation of his speech by giving him a very hearty applause.

At the suggestion of Mr. Wm. P. Hapgood, it was agreed upon to place Dr. Burckhardt on our regular salaried pay roll, subject to a medical examination, and that his income from us be the subject of discussion by the Special Needs Committee. This was carried unanimously.

Wm. H. Hines asked, through Mr. Hapgood, that Council consider the advisability of our accepting tomatoes from farmers after date of expiration of our contract—October 10th, so long as such tomatoes were of good quality and came in to us in sufficient quantity to justify our running both lines in the pulp house. The reason for this suggestion was that Billy felt that we ought to give the farm-

ers as much financial support as possible at this time, for they have experienced a very difficult year. By general consent it was agreed upon that we continue to receive tomatoes for such time as they continue to be of good quality and come in in sufficient quantity to enable us to handle them effectively.

The Community Fund was mentioned by Chairman Homer Shelley, and Council granted permission to carry through the same kind of work this year as was done last year in connection with this fund. Homer Shelley is in charge and Lucille Burckhardt is doing the secretarial work.

The Stock Purchasing Committee reported that Dorothy Herzog had made a request for the conversion of her preferred stock to the value of $185 into cash to meet a domestic situation that required considerable money at this time. Report was accepted.

Meeting adjourned at 10:10.

The Difference

Patron: "That barber down the street has cut his prices down to 40 cents for a haircut."

Barber (after a withering silence): "Yeah? Well, a good barber cuts hair and a poor one cuts prices."

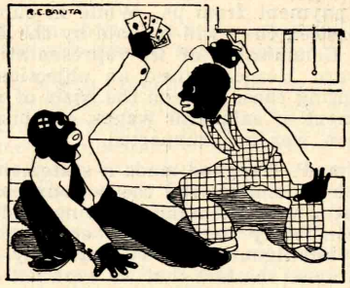
The Female of the Species

Mrs. Bindler: "Is there any difference, Thomas, do you know, between a fort and a fortress?"

Mr. Bindler: "I should imagine a fortress, my dear, would be more diffcult to silence."

Boss: "Well, did you read the letter I sent you?"

Office Boy: "Yes, sir; I read it inside and outside. On the inside it said, 'You are fired,' and on the outside it said, 'Return in five days,' so here I am."



Second In Command

Lawyer: "Had you complete command of yourself at the time?"

Witness: "No, sir. My wife was with me."

"It is not because of his toils that I lament the poor. . . . But what I do mourn over is that the lamp of his body should go out; that no ray of heavenly or even earthly knowledge should visit him, but only, in the haggard darkness, like two spectres, Fear and Indignation. . . . That there should one man die ignorant, who had capacity for knowledge, this I call tragedy."—Thomas Carlyle.

"I know by my own feelings and desires what these men want, what would have saved them from this lowest depth of savagery; employment which would foster their self-respect and win the praise and sympathy of their fellows, and dwellings which they could come to with pleasure, surroundings which would soothe and elevate them; reasonable labor, reasonable rest."—Wm. Morris.

A stingy man got a hot shot from his wife when he reproved her for taking a counterfeit bill.

"I don't see how you were dumb enough to let a man pass a counterfeit on you," he roared.

"Well, you don't let me see real money often enough to know the difference," she hurled back at him.

INDIANA STATE LIBRARY

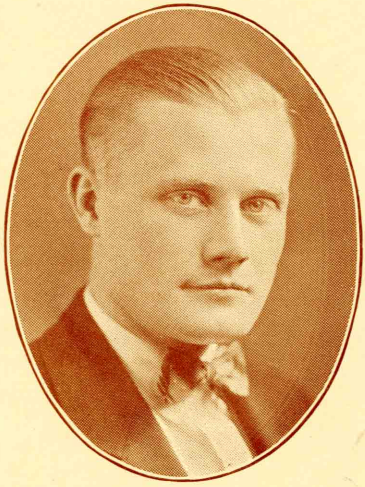
The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.

Shakespeare

Vol. 4 **NOVEMBER, 1930** **No. 10**



DR. H. D. LEER
Medical Dept,
The Columbia Conserve Company

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

A TRUE STORY OF A DECK OF CARDS

Once upon a time some soldier boys who had been on a long hike for several weeks, arrived at Glasgow. The next day being Sunday, several of the boys went to church. All of them had a prayer book except one. This one boy had a deck of cards.

A private by the name of Richard Lee was taken before the mayor of Glasgow for playing cards during the divine service, and the account of the trial is as follows:

A sergeant was in charge of the soldiers at the church, and when the parson had offered prayer, the text was taken next. Those who had a Bible took it out, but this soldier had neither Bible nor prayer book, but pulling out a pack of cards, he spread them out before him. He looked first at one card and then at another. The sergeant saw him and said, "Richard, put up those cards. This is no place for them."

"Never mind that," said Richard. When the service was over, a constable took the soldier a prisoner and brought him before the mayor.

"Well, what have you brought the soldier here for?" asked the mayor.

"For playing cards in church."

"Well, soldier, what have you to say for yourself?"

"Much, sir, I hope."

"Very good. If not, I will punish you severely."

"I have been," said the soldier, "about six weeks on the march. I have no Bible or prayer book. I have nothing but a pack of cards, but I hope to satisfy your honor of the purity of my intentions."

Then spreading the cards before the mayor, he began with a statement:

"When I see the ace it reminds me that there is but one God. When I see the duce, it reminds me of the Father and the Son. When I see the trey, it reminds me of the Father, Son and Holy Ghost. When I see the four, it reminds me of the four evangelists that preached —Matthew, Mark, Luke and John. When I see the five, it reminds me of the five wise virgins that trimmed their lamps. When I see the six, it reminds me that in six days God made heaven and earth. When I see the seven, it reminds me that on the seventh day God rested from the great work which He had made and hallowed it. When I see the eight, it reminds me of the eight righteous persons that were saved when God destroyed the world—Noah and his wife, his three sons and their wives. When I see the nine, it reminds me of the nine lepers that were cleansed by our Saviour. When I see the ten, it reminds me of the Ten Commandments which God handed to Moses on the tables of stone. When I see the king, it reminds me of the great King of heaven. When I see the queen, it reminds me of the Virgin Mary, who is queen of heaven."

"Well," said the mayor, "you have given me a description of all the cards in the pack with the exception of one."

"What is that?"

"The knave," said the mayor.

"I will give your honor a description of that if you will not be angry."

"I will not," said the mayor, "if you do not term me to be the knave."

"Well," said the soldier, "the greatest knave I know of is the constable who brought me here."

"I don't know," said the mayor, "whether he is the greatest knave or not, but I know he is the greatest fool."

The soldier continued:

"When I count the spots in a pack of cards, I find 365—as many of them as there are days in the year.

"When I count the number of cards in the pack, I find there are fifty-two, the number of weeks in the year, and I find four suits—the number of weeks in a month. I find there are twelve (12) pic-

ture cards in a pack, representing the number of months in the year, and on counting the number of tricks, I find thirteen, the number of weeks in a quarter.

So you see a pack of cards serves for a Bible, almanac and prayer book."

The case against Richard Lee was dismissed.

R. YOUNGHAMS.

SPORTANIA

Just after the tomato pack, several people began to feel the need for a closer relationship between the workers of the company and also between their families.

Many suggestions were made as to how this might be brought about. The Hallowe'en party was a clear example of what could be done. Card parties are to be given each month, if possible, for workers and their families, and other entertainments are being planned.

The continued efforts of N. Eickhoff and E. Hendricks, in behalf of bowling, bore fruit on Tuesday, November 4. Five workers agreed to try at least. We went to a city bowling club and tried our hands at the game, and whilst no records were made or broken, we all had a really enjoyable time.

Last Tuesday we had nineteen members present at the club, and at our next meeting a four-club league will be organized.

We should be able to maintain four teams of five men each throughout the winter. If interest grows to such an extent that a larger league should be formed, we can then do so.

If any of the girls desire to join with us, we shall be glad to have them, or assist them to organize their own sports.

Everybody is welcome, and even though a person does not bowl, we shall be glad to have him turn out and watch his fellow workers at play.

Bring your wife or husband along next Tuesday evening to the Indiana Theatre Bowling Club (Indiana Theatre Building) at 8:15.

A. D. M.

Judge: "Gentlemen of the jury, have you come to a decision?"

Foreman: "We have, your honor. The jury are all of the same mind—temporarily insane."

EDITORIAL

Once again the Columbia has launched upon a fairly ambitious education program in which regular class work is to be a prominent feature.

The present program has for its chief objective the enlightenment of the younger Columbians upon subjects which fall within the meaning of the term social sciences. This makes the scheme very unique in the history of industrial enterprises, for in most undertakings the desire to have workers informed upon social subjects is not only non-existent, but is actually combatted by those in authority there. Of course the Columbia is different from other businesses, but in no way is this difference so marked as in the field of education and genuine learning.

There are many industrial leaders and many well respected industrial institutions which pay tribute to education and even to adult education, but there are few, very few, of these who will show the least favor to a scheme of workers' education such as is now being launched by us.

In our capitalist society, the kind of education which is most universally supported is that of a technical character—the education that makes the aspiring youth a good draughtsman or mechanic or the plodding son of the farm a good dairyman or stockbreeder. That kind of education is highly desirable and very necessary, but only in few cases does it satisfy the aspirations of the mature man or woman, for life is greater than the sum total of productive activity and extends far beyond the boundaries of workshop, farm, or mine.

To satisfy men's yearning for knowledge in realms far removed from the scene of their bread-winning activity, there has sprung up a wide movement which carries the name of Adult Education. This movement is international in its scope and comes in contact with thousands of men and women everywhere. As yet, however, that movement has only attracted to its ranks a comparatively few members of the working class for the simple reason that workers have been and still are too handicapped to profit greatly from such an association.

Instead, within the last generation, workers in all countries have been organizing educational institutions to serve their own needs, and these in the aggregate constitute that great and growing movement known as Workers' Education.

The Columbia being an industrial democracy based upon control of industry by the workers, must cast its lot with this movement which seeks to educate workers—in the way they need and want to be educated.

The worker has but limited time and opportunity to gain an education. He must, therefore, select his subjects with the greatest care, choosing only such subjects for study as will assist him to understand his own and his fellows' position in modern society. An understanding of history, with emphasis upon its social character, of economics and of the wider field of sociology will serve better to equip the Columbian, as well as any other worker, to assist himself and his fellows than can study of any other group of subjects.

It is to these that we shall devote our attention during the next four months.

CALIBAN IN THE COAL MINES

By Louis Untermeyer

God, we don't like to complain—
We know that the mine is no lark—
But—there's the pools from the rain,
But—there's the cold and the dark.

God, you don't know what it is—
You in your well-lighted sky,
Watching the meteors whizz;
Warm, with the sun always by.

God, if you had but the moon
Stuck in your cap for a lamp,
Even you'd tire of it soon,
Down in the dark and the damp.

Nothing but blackness above,
And nothing that moves but the cars—
God, if you wish for our love,
Fling us a handful of stars.

"This question is one of the most impressive ever asked in the world: 'Behold us here, so many thousands, millions, right willing and able to work. And on the earth is plenty of work and wages for a million times as many. We ask if you mean to lead us towards work, to try to lead us—or if you declare that you cannot lead us? And expect that we are to remain quietly unled, and in a composed manner perish of starvation? What is it you expect of us? What is it you mean to do with us?' This question has been put to the world, and will be again put, and ever again, till some answer be given it."—*Thomas Carlyle.*

THE STORY OF AN ANTIOCH JOB

The Columbia Conserve Company is a soup canning factory located in Indianapolis, and has been for ten years an industrial democracy; that is, is operated under workers' control. As a job it is a physical combat with overwhelming amounts of cans, paper boxes, carrots, potatoes and an occasional machine. It is bound to be exhausting for the first few weeks and to become monotonous and dreary after one year or two. But even from the purely physical aspect it provides a colorful and noisy meaning for that blank little word, industry. The day's work also gives a picture of the morale among the workers "on the floor." That is startling to a student fresh from a department store. The Columbia has tried to make its foremen and women "leaders" instead of bosses. The result is far from perfect, for freedom tends to emphasize the personalities of the force rather than blend them into a smooth unit, but it has resulted in a sympathetic, just and friendly group of superiors and a rank and file pride in the high efficiency ratings and good workmanship, plus a great deal of kindness for new-comers.

It is attendance at the Council meetings that lends an absorbing interest to the Columbia job. The weekly councils are open to all salaried workers, that is permanent members of the organization have an equal vote. The business and social policies are discussed; the questions of hiring an assistant for the purchasing agent, of buying a smaller canning plant, and hiring a man to put it into working condition, of contributing to community charity funds, of dealing with an employe's wife who scorns the care of the company's doctors for her children, of hiring negroes and joining labor unions are all decided with varying degrees of warmth. Problems concerning personalities within the organization are discussed in the presence of the person concerned, with a frankness to which the Columbia has trained itself with the years of experimenting with such problems. The Council is the organization

which, starting with no precedents, with no guides but a set of Christian and Communistic ideals, has slowly fashioned, from an ordinary little factory with low wages, high labor turnover, and extremely seasonal activity, the Columbia as it stands. The Columbia has developed a minimum wage that is high for the industry, systems of complete health and management, regular employment the year round and generous vacations with pay, and, most unusual, of payments according to the needs. The latter increases the salaries of laborers and lowers those of executives. It is at once the most original and most doubtful of the Columbia experiments. It deserves far more discussion than can be given it here.

Council meetings are first fascinating because of the challenge of the problems dealt with and the lack of conventional precedent in handling them. After familiarity takes away the glamour, one perceives that in the main the Council goes slowly and carefully about the tasks of managing an industry, building an organization, and slowly and constantly teaching workers to think clearly about the Columbia's problems. The average Council meeting is not exciting, yet I have never seen a more intense group meeting than that in which the Columbia debated re-employing a woman who had been discharged for inefficiency, who had been unable to find another means to support her eight children because her husband was in the penitentiary. The final decision was to re-employ her.

The weakness and virtues of the Columbia were epitomized to me by a conversation which I once overhead. Two machine men were discussing the invention of a machine to do the task now done by four workmen. Each had his plans, and complete, daring and original plans they were. But they finally decided in all seriousness not to confide them to the plant mechanic, because machines threw men out of work and therefore machines were a social evil. That conversation illustrates the lack of education and clear thinking that are the chief handicaps of the Columbia rank and file worker, and it shows what a stable and constructive part of life the usually meaningless "job" has become for the Conserve workers.

The Columbia makes one last important offer to an Antioch co-op, that of watching at close range a leader and a great man, William P. Hapgood, president of the Columbia Conserve Company.

CONCERNING THE RUSSIANS

The following is a copy of what might be called, for lack of a better term, a letter from one of our wholesale grocers. It was written on the inside cover of our September CAULDRON with an imperative command written on the front page of the cover which states, "Read this at one of your meetings."

Readers will recall that in our September CAULDRON we reported upon the visit of the members of the Russian Canning Commission to our plant under the caption of "The Russians Visit Us." This article seems to have aroused the ire of our good friend from Louisville. Here is what Mr. J. A. Cooper, of the Louisville Grocery Company, tells us:

"If you want to be Bolshevist, why don't all of you move to Russia? From some of your writings, one would think you really preferred Russia to the U. S. A. If you could really see the difference in a real country and a country like Russia, you would soon have sense enough to appreciate the best country on earth.

"We have no objection in buying from you, but we surely don't appreciate some of your *half-baked* ideas.

"If you are going to live in America, *be Americans—not radicals.* After all, we know everyone connected with your firm *could not be paid* to go to a country like *Russia.*

"LOUISVILLE GROCERY CO.,
"Jos. A. Cooper."

On October 18, 1930, Mr. Hapgood wrote to Mr. Cooper in the following manner:

"Dear Mr. Cooper:

"THE CAULDRON, on the inside cover of which you made your interesting comments on our recent courtesies to the Russians, has been handed to me.

"I am suggesting to the editor of THE CAULDRON that he print in our next issue your comments together with my reply.

"It may interest you to know that I am speaking before the Louisville Forum on Sunday, December 7, at which time I expect to describe in some detail the experiment we are carrying on here, and following my description there will be an opportunity given for those who attend the meeting to ask questions. It would indeed be a pleasure to me if you would attend that meeting and ask whatever questions you wish and particularly ask questions about why we treated the Russians as we did.

"Yours very truly,
"THE COLUMBIA CONSERVE CO.
"By Wm. P. Hapgood."

We wonder whether Mr. Cooper will avail himself of the opportunity which will be afforded him on December 7. We hope he does.

PROGRESS AND PLENTY OR PANICS AND POVERTY

By R. B. Davis

We have achieved mass production. Now the problem is to achieve mass consumption. Otherwise industrial depressions of increasing severity are inevitable.

"Back in 1899," says Goode & Powell, in "What About Advertising?" "the average worker made only $2,420 worth of goods. In 1929, while earning only $1,586 to spend himself, he turned out $7,381 worth of goods for others to buy."

Thus, the development of the machine with its steadily increasing productivity per man makes it absolutely impossible for the American people to absorb everything they can make for each other. Likewise the surplus which can be sold abroad grows constantly smaller because of the steadily increasing industrial development of the rest of the world.

The General Electric Company has advertised that an automobile workman today turns out five times as many cars as previously. An achievement! Yes, but the fact remains that one workman can still drive only one car. Machinery builds the four extra cars, but it cannot drive them. Nor can the masses—when the average worker receives but 21.4 per cent. of the wealth he produces.

Ralph Borsodi tells us that, "Our shoe factories are now equipped to produce 80 per cent. more shoes than the normal requirements of the market, our lumber mills have an excess capacity of over 300 per cent., and our automobile industry has a capacity of 80 per cent. greater than the ability of the market to absorb its product." Yet hundreds of thousands need shoes, hundreds of thousands live in hovels and tenements, and hundreds of thousands desire automobiles.

Our troubles are due not because of any lack of need or desire on the part of the people, but because the inability of the American people to consume what they produce. And as the rest of the world develops industrially, more and more of our products must be consumed at home. We've been speeding up production—now let's speed up consumption.

President Hoover has said, "I might observe that, by and large, while we have increased our population 17 or 18 per cent. in a dozen years, we have swelled productivity of the nation something like 30 or 35 per cent."

"The big question before us now," says Bernard M. Baruch, a well-known capitalist, "is whether we can solve the problem of overproduction. We have learned how to create wealth, but we have not learned how to keep that wealth from choking us and from bringing on widespread poverty to producers in the midst of their abundance."

And Henry Ford says, "There is no such thing as overproduction. So-called overproduction is really underconsumption. You cannot have overproduction until everybody has everything they want."

What will future historians write of our civilization, of an economic system whereby millions of unemployed and their millions of dependents suffered want and privation, not because there was not enough, but because there was too much? Aye, even worse! Millions of producers unemployed and in want because the few owning the means of production did not allow them enough to buy back and consume the wealth they created.

A resolution adopted by the editors and executives of the Scripps-Howard newspapers said among other things: "The same efficiency and scientific method which so largely has solved our production problems can solve in time the problems of a wider distribution of wealth, so that the masses always can buy and enjoy the increasing output of their mass production. Failure to solve the problem of mass consumption leads to revolution, to the collapse of the present economic system through its own inefficiency. It was this failure, and not propaganda by agitators, that led to the collapse in Russia and the consequent

rise by violent means of a proletarian dictatorship. Our industrial system gluts itself periodically by overproduction because the public's consuming power is restricted by inadequate distribution of wealth."

Merely fearing Soviet Russia and its economic system, as expressed by some of our politicians in their repression of agitators and propaganda, will avail us nothing.

The whole thing is a business proposition, pure and simple. "When," writes Professor Hoover, of Duke University, in Harper's Magazine, "the standard of living of the Soviet worker reaches a point where it is somewhat above that of the poorest paid half of the workers of western Europe, the full significance of the results of the experiment in Soviet Russia will become apparent. The western world will receive a rude awakening, for in the face of propaganda for the world revolution, the capitalistic countries of the world will no longer be able to appeal to the self-interest of a large fraction of their population for support against the forcible spread of Communism. For it will be impossible to convince the masses that they are better off under a capitalistic regime when the communistic masses of Russia are visibly better circumstanced. It is erroneous to think that the development of Soviet Russia may be of interest to future generations, but not to the present generation. The first serious clashes between bourgeois civilization and Communism will take place within a decade."

The solution of the problem is not to be found in imposing long jail sentences on the hungry unemployed who commit thefts and violate the law in other ways, but rather is it to be found in devising ways and means so that the twin objectives of gratifying the many and varied desires and wants of the masses and clearing the overstocked markets of the world be met.

He Woke Up

Abie was taking his son, Ikie, to see a football game. In his excitement he drove past a stop light. The cop called him back and said: "Say, where do you get this fast stuff, anyway?"

"Oi, oi, Mr. Policement, me and little Ikie are going to de feetball game."

"Is that so, you smart aleck!" said the cop. "I guess I'll hand you a ticket."

"Oi, thank you, Mr. Policement. Can you giff me one for little Ikie, too?"

THE IDEAL SOCIETY

The ideal society would enable every man and woman to make the best of their inborn possibilities. Hence it must have two characteristics: First, liberty, which would allow people to develop along their individual lines and not attempt to force all into one mold, however admirable; second, equality of opportunity, which would mean that, as far as humanly possible, every man and woman would be able to obtain the position in society for which they were best suited by nature. The waste of human beings under our present system is a far worse evil than merely economic waste.

J. B. S. HALDANE.

The Difference

A colored gent took out a marriage license. A few days later he asked the clerk to substitute another woman's name for the one on the license, as he had changed his mind. He was told it would cost him another dollar and a half.

"You mean I got to get a new license?"

"Yes," replied the clerk.

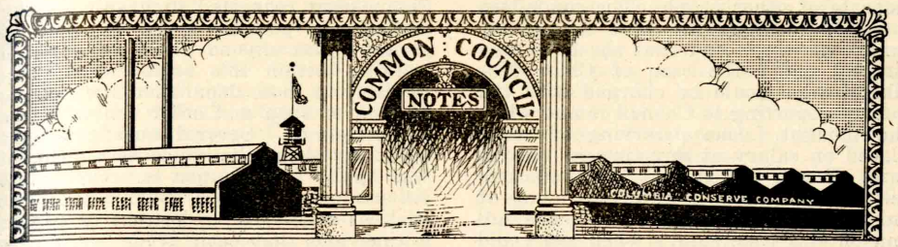
The applicant replied with an air of determination: "Never mind, boss, this ol' one will do. Dar ain't no dollah an' a half difference 'tween dem two, nohow."

"Society is divided into two classes—the shearers and the shorn. We should always be with the former against the latter."—*Charles Maurice de Talleyrand,* French bishop and statesman, 1754-1838.

"The law in its majestic equality forbids the rich as well as the poor to sleep under bridges, to beg in the streets and to steal bread."—*Anatole France.*

"I acknowledge unconditionally the right to work, and I will stand up for it as long as I am in this place."—*Bismarck.*

"Morality and religion are but words to him who fishes in gutters for the means of sustaining life, and crouches behind barrels in the street for shelter from the cutting blasts of a winter night."—*Horace Greeley.*



Regular C. C. Meeting, Friday, Oct. 10

The meeting was opened with a report from Jack Evans, treating with the work of the Sales Department during the past week. He stated that at the request of Mr. Hapgood the Sales Department had substituted Leo Tearney for Cornell Hewson as the person to whom the Sales Department would delegate duties connected with organization and administration.

Frank Eustis was called upon to explain the sales estimates made by the department during the week. This he did with the use of a blackboard in which he showed how and why the Sales Department had arrived at certain figures. It was estimated by the department that our sales of non-tomato products for the last quarter of the present calendar year should be in the neighborhood of 100,000 cases. It was further stated that our present salaried force would be able to take care of weekly production running between eight and ten thousand cases.

Frank outlined the plan which is to be followed by the Sales Department in which emphasis is to be placed upon our social policies as a medium to be used in selling our products. This would help to tie in the work of the Sales Department with that of the new Advertising and Publicity Department's program.

Mr. Wm. P. Hapgood made a talk in which he explained the general sales situation and the problems that present themselves to us at the present time. He explained that he had turned over to the Sales Department the whole work connected with the distribution of goods from wholesale house to retailer, retaining for himself only such work as is involved in our own relationship with the jobber himself. He said that our chief problem was now the same as it had been for a number of years, that of requiring to show persistent effort in strengthening the jobber in his effort to sell under his own label and urging him to do likewise with the retailers. He stated that the publicity campaign was aimed at the creation of consumer support and that in gaining this a widespread understanding of our social policies would help to a greater extent than any other one thing. The Publicity Department has already awakened a great deal of public interest in our social and industrial policies, and it remains now for us to keep that interest alive and increase it, and to expand our sales as a result. His recent trip through the East and particularly his calls upon the New England Plee Zing jobbers, showed that there was a favorable disposition among these jobbers to share in our advertising efforts on a fifty-fifty basis. Each of ten jobbers talked to agreed that this work should be entered into with a good deal of zeal and each one seemed ready to do his share.

Mr. Hapgood emphasized the need for great vigilance on our part, first of all in maintaining our sales position and then in improving it. He stated that the soup business was a precarious one for a small manufacturer, and that it was unlike the catsup business or that of pork and beans. Soup is difficult to sell under the jobbers' labels and it needs a courageous and observant sales force to carry through with the struggle.

In the absence of Walter Mullen, who is chairman for the Salary Recommendations Committee, Jack Evans reported that the committee had discussed the case of Milburn Forth and Leona Hall, both of whom had severed their connections with Antioch College and were anxious to be placed on the permanent salary pay-roll. The committee recommended by unanimous decision that Milburn Forth be placed on the full time salary pay-roll. This was accepted by Council without comment. The committee reported that it had found it impossible to make a similar recommendation in the case of Leona. The persons interviewed by the committee—six in number—had with one exception all spoken unfavorably of the impression that Leona created upon them. She was characterized as being indifferent and apathetic towards her work and somewhat incon-

siderate of other people. The committee could only recommend that she be retained on wages and that she be placed directly under the care of Chloe MeHarry, who would be charged with the task of reporting to Council if and when she thought Leona deserving of being placed on salary at any time in the future. It was stated that the committee felt that it would be unfair to many of our present wage workers to place Leona on full time salary when she could not be considered as their equal in performance and attitude. The committee felt, therefore, that she should be placed on the same basis as they were, and that she should take the same chances with regard to future employment by us. The committee thought that there had been some improvement in Leona's rates during the last two or three weeks, and one person at least was of the opinion that she had changed for the better in more than one direction during that time. It was moved and seconded that Council accept the committee's recommendation and this was carried unanimously.

Arlie Myers brought up the matter of the position occupied by two of our wage workers at Paragon. He stated that the two men in question were brothers and had been in our employ for several weeks. They were very capable men—one being a trained general boiler room man and the other had considerable mechanical ability. Both were married and have children. Arlie suggested that because of their qualifications they be transferred to this plant so that they might be available for work at Paragon when we open up there next year. The motion was made by Dan Donovan that we accept the suggestion. Objections were raised to its acceptance on the grounds that it would be better to consider very carefully our needs for permanent assistance in the Indianapolis plant and our needs at Paragon. Upon the suggestion of Ollie Chambers, it was decided to refer this matter to the Salary Recommendations Committee, and the committee was instructed to avail itself of all possible information with regard to our need for assistance before making any recommendation to Council. This was carried unanimously.

At the request of Mr. Fritz Anger, of the Russian Canning Commission, Council discussed the advisability of our acceding to the Commission's request to place up to six Russian students in the plant for training for a period of about six months. Mr. Anger made his request through Dr. Burckhardt, who acted as interpreter, and he stated that the Commission requested to have as many students as possible given the kind of training that anyone would get through working within this organization, particularly in those departments where the making of soup and other canned goods is carried on. Several questions were asked Mr. Anger, to which he replied. It was finally agreed upon to accept up to six students into our organization, but that we take them in batches of two at a time and that each group work here for a period of about six months. These students are to have an understanding of English and are to work in whatever departments the company thinks fit. The details of the plan for bringing them in are to be arranged between our Education Committee and the Amtorg Trading Corporation of New York. This motion was carried with one person expressing the opinion that he was undecided about the matter. It was stated by Mr. Anger that the Russian Canning Commission would be unwilling to have these students accept any payment from us. While in our organization they will be paid by the Russian Commission or its representatives. Howard Herner raised an objection to accepting these men on the basis of non-payment of salary or wages, but his objection was not supported.

Wm. P. Hapgood made a statement in which he emphasized the seriousness of the step we contemplated taking, and our responsibility to face this entire situation intelligently and courageously. He mentioned the fact that we were not only doing something that was not being done by our government, i. e., recognizing Russia, but we were going further and assisting the Russians rehabilitate and build up their industry. He said he was in favor of this step, but he wanted it taken with the full knowledge on the part of each one of the implications involved. John Brophy spoke, urging the recognition of the Russian government by our own and the need for an awakening on the part of the masses of American people to the injustice of the present situation between the United States and Russia. He stated that our present position was a flat contradiction of the position taken by our forefathers and especially by the founders of the Republic.

Jack Evans reported that the proposed contract between Henry Rippe and the Russian Canning Commission had been outlined and sent to the Commission's headquarters, but the official contract had not been sent here to be examined by Council. This was expected in a few days.

The next matter on the agenda was a report on the creation of a Reserve Department. This department had been established during the tomato season with a view to relieving men and women who were in difficult situations and to offer relief in the case of emergency to both individuals and departments. The department was also created with a view to having a definite place where surplus labor might be sent and redistributed to points where it was most needed. At present the department is composed of eight regular members, including the leader. The opinion expressed by various heads of departments seemed favorable to the Reserve Department. Chloe MeHarry and Albert Armstrong both said that their respective departments had been helped out considerably by having a place to draw men from when they were really rushed, and also in that they had a place to send their surplus help to at all times. It was moved and seconded that the Council ratify the action by the committee composed of department heads and that the department be regarded as a permanent institution. Carried unanimously.

The above report contained mention of the fact that Powers Hapgood, a wage worker, had been appointed leader of the department. To this, objection was raised on the grounds of the principle involved. It was asked whether the appointment of a wage worker to leadership was consistent with our regular policy. In reply it was explained that the policy of the company had been to use each man and woman in the organization at the point where he or she could be most effective regardless of the status of such a person. In reply to this it was stated that if a man or woman be capable of taking the lead in any department, then such a person should be placed on salary. At the close of this discussion it was moved and seconded that Powers Hapgood, leader of the Reserve Department, be placed on salary, subject to the usual medical examination. After very little discussion, this was carried by a unanimous vote.

At this juncture, Mr. Fritz Anger asked permission to speak to Council. In his remarks he expressed the very profound thanks of himself and his associates on the Canning Commission for the good will and friendship that had been extended to him and to them during the time that he had been with us. He stated that he had received the utmost courtesy and the best kind of instruction and help that he could wish for and in return he was exceedingly grateful to us. He also expressed the hope that his student friends who would come after him would find themselves as well situated and as happy with the Columbia Conserve Company as he had been. After Dr. Burckhardt had interpreted Mr. Anger's remarks, Council showed its appreciation of his speech by giving him a very hearty applause.

At the suggestion of Mr. Wm. P. Hapgood it was agreed upon to place Dr. Burckhardt on our regular salaried payroll subject to a medical examination, and that his income from us be the subject of discussion by the special Needs Committee. This was carried unanimously.

Wm. H. Hines asked, through Mr. Hapgood, that Council consider the advisability of our accepting tomatoes from farmers after date of expiration of our contract—October 10—so long as such tomatoes were of good quality and came in to us in sufficient quantity to justify our running both lines in the pulp house. The reason for this suggestion was that Billy felt that we ought to give the farmers as much financial support as possible at this time, for they have experienced a very difficult year. By general consent it was agreed upon that we continue to receive tomatoes through next week for such time as they continue to be of good quality and come in in sufficient quantity to enable us to handle them effectively.

The Community Fund was mentioned by Chairman Homer Shelley, and Council granted permission to carry through the same kind of work this year as was done last year in connection with this fund. Homer Shelley is in charge and Lucille Burckhardt is doing the secretarial work.

The Stock Purchasing Committee reported that Dorothy Herzog had made a request for the conversion of her preferred stock to the value of $185.00 into cash to meet a domestic situation that required considerable money at this time. Report was accepted.

Meeting adjourned at 10:10 p. m.

Regular C. C. Meeting, Friday, Oct. 17

The minutes of the previous meeting were read. A correction was introduced into them concerning the first paragraph which dealt with the appointment of Mr. Leo Tearney in place of Mr. Cornell Hewson as representative of the Sales Department in the work of organizing and conducting sales campaigns. This paragraph read as follows: "The meeting was opened with a report from Jack Evans, treating with the work of the Sales Department during the past week. He stated that at the request of Mr.

Hapgood the Sales Department had substituted Leo Tearney for Cornell Hewson as the person to whom the Sales Department would delegate duties connected with organization and administration." To convey an accurate idea of the situation as it stood, it should read as follows: "Meeting was opened with report from Jack Evans, dealing with the work of the Sales Department during the past week. He stated that the department had felt it necessary to appoint Leo Tearney to take the place of Cornell Hewson as the man to whom the department would delegate the duties connected with organization and administration.

"Because of tempermental difficulties that stand in the way of co-operation between Mr. Hapgood and Mr. Hewson and the consequent lack of harmony which would arise from any attempt on their part to work together, the department felt it necessary and desirable to accede to Mr. Hapgood's request that another person be asked to undertake the responsibility of representing the department in the few and relatively unimportant matters in which such a person would come in contact with Mr. Hapgood's work.

"In the event of the Sales Department finding any difficulty in the matter of appointing a person for this task, Mr. Hapgood had offered to take this work upon himself and thus relieve the department of it. This, however, the salesmen felt unnecessary, and insofar as they wanted to relieve Mr. Hapgood of as much work as possible, they asked Mr. Tearney to act as their executive officer. He in turn to appoint whomever he might want as his assistant or assistants, subject to the approval of the department."

The chairman asked whether any information had been received from the Russian Canning Commission with regard to the employment by them of Henry Rippe. It was reported that no word had been received from the commission.

The resignation of Mr. Harry Van Devender was presented by Jack Evans. He made a survey of the circumstances surrounding the employment of Van Devender and of his conduct since he came to us on March 17 of this year. He was placed on salary as a result of his having presented some very extravagant claims with regard to his ability and training. His work with us during the few months he has been here has shown clearly that he had little or no knowledge above that which is expected in an ordinary laborer. It had transpired since his employment by us by means of letters sent us, that he had been in the habit of obtaining money from his clients whilst he was in the employ of an insurance company, upon a basis that seemed very far from straightforward and honest. It was also stated that he misrepresented his condition to our doctor at the time he was examined by him and that he boasted afterwards of having gotten the better of the doctor in this regard. His attitude and work had been very unsatisfactory to each one of his associates as well as to other people. It was decided to accept his resignation by unanimous vote.

The chairman asked the question of whether Van Devender should be paid the two weeks' pay in advance that is usually paid to employees who are discharged or who resign. There were several different opinions expressed about this matter, and again we found ourselves discussing the principle underlying this practice. It was stated that it might be a good plan to withhold the two weeks' pay and use it for the repayment of a loan that Harry had obtained from the Credit Union and another from a Mrs. Merrick of this city.

It was moved and seconded that we do not pay Van Devender the usual two weeks' salary in advance. This was put to a vote and carried with five voting in opposition to the motion. This matter gave rise to the question of what basis shall be used in the determination of the payment of the two weeks' salary in advance in future cases. This question was placed on the agenda for discussion at a future meeting. Mr. Hapgood raised the question of what action should the company take in regard to the loan Van Devender obtained from the Credit Union and the debt he owes Mrs. Merrick, and stated that this should be placed on the agenda for discussion as soon as time allowed. In connection with this matter, H. E. Herner asked whether the company should bring pressure to bear upon our employees to get them to pay their outside creditors. He asked further whether the Council would be willing to permit the Bookkeeping Department to deduct from pay checks of those individuals who owed to the company for merchandise purchased through the company, after the expiration of thirty days' period of credit which is allowed. These questions were set aside for discussion at the first opportunity, and are now on the agenda awaiting Council's attention.

At the request of the Health Committee, Council was asked to restate its definition of the term "dependent." The rule governing the medical care to be given to dependents is at present not clear, and

the basis upon which treatment is given tends to conflict with our theory and practice of payment on the basis of need. Two resolutions were submitted, both designed to clarify the situation and to make the work of the Health Department less difficult to administer than it now is, insofar as dependents are involved. First of these motions read as follows: "That the benefits of the Health Department shall apply automatically to the dependents of only those employees who are receiving the minimum salaries or whose salaries are augmented by allowances on the basis of need. The dependents of all others shall receive benefits under our health program only by action of the Needs Committee."

The second motion read as follows: "That our complete health program shall automatically apply to those dependents of all salaried employees who receive any or all of those payments called differentials or who receive assistance because of special needs. Salaried employees who do not receive such differentials or assistance for special needs may, on application to the Needs Committee, receive the assistance of our health program if that committee approves." These two motions were discussed at great length. It was finally agreed upon that they be referred to the Education Committee and that that committee be charged with the task of formulating a motion covering the problem in all its aspects and report back to Council next Friday.

It was moved and seconded that we cease to receive tomatoes for the 1930 season after today, October 17. This was carried unanimously.

Council was informed of the fact that the term of office of two regular members of the Committee on Committees had expired. These were W. H. Hines and Walter Mullen.

Properly supported motions led to the appointment of Opal Hassenzahl as a regular member of the committee to replace Walter Mullen, and Albert Hines is to replace William H. Hines. Goldie Sheets was chosen as alternate to replace Dorothy Nord Holt, and Basil Covert replaces Opal. These motions were carried unanimously.

The Committee on Committees was asked to function as soon as possible on the appointment of two committees.

(a) Speakers Committee. It was suggested that the members of this committee should be those people in our employ who are familiar with the problems involved in the conduct of this business and know the kind of representation of the company which is desired by all. The committee when appointed will be charged with the responsibility of deciding upon speakers to fill the several engagements for which requests are coming in regularly.

(b) Sales Committee. It was stated that the work of this committee would be very important and that it should be composed largely, if not entirely, of technicians who had a thorough knowledge of their own departments and a knowledge of the organization and its problems as a whole. Such a committee when appointed would have to deal with prices, sales policies, etc. It was suggested that this committee be limited to the heads of departments qualified to serve upon it and that care should be taken that the leading departments, Production, Purchasing, Finance and Sales, be represented on it.

Special C. C. Meeting, Wednesday, Oct. 22

The minutes of the previous meeting were read and approved.

The chairman explained that the reason for calling the special meeting was to give an opportunity to the Llano Audit Committee to make a report of its findings other than the statistical report which is not yet ready.

William H. Hines had been appointed chairman of the Audit Committee and he gave a summary of the work that had been done and impressions he had received while at the colony during the week of October 12 to 19. Later Ken Lucas and E. Milton Jones added their impressions to the report, and questions were asked of all three men, which they answered.

Billy gave a review of the industries which are being carried on at the colony and touched on various phases of the life of the colonists. He explained in detail about his visits to a psychological meeting, a Saturday night dance, some school classes for children, and the Rice Ranch. The Kid Kolony was reported as a sort of nursery school arrangement for relieving parents of the responsibility of caring for the children during the day.

The food was reported as being not well prepared and not very well balanced as to menu. The kind of cafeteria service provided was such as to handle the 300 or so people in three shifts for the noon meal in quite an efficient manner.

The housing conditions were somewhat below par as average standards are considered.

The health of the colonists is cared for by means of using an ordinary house of six or eight rooms as a hospital, which has rather plain equipment, and with an old, but seemingly competent, doctor in charge.

The chief industries, and the ones with most potential possibilities, according to Mr. Hines' estimate, were:

1. The ice plant (most profitable).
2. The veneer plant (making potato crates).
3. The laundry (could be developed).
4. Agricultural pursuits and dairy products.
5. The general store.

There has been some invention of machinery and one particular machine for cotton picking is now in the experimental trial stage.

Bookkeeping records and accounting in the colony were in a badly jumbled state at this time, and some better system of accounting is much needed.

The children did not do much work in the industries or around machinery, and what work they performed in industry or agricultural pursuits was limited to four hours per day with four hours in school, six days a week.

Mr. Jones gave a summary of the Audit Committee procedure and explained that interviews had been held with various colonists.

He stated that there seemed to be definite strengths and weaknesses in the colony—as is usually the case with any organization.

The chief weaknesses seemed to be: (a) Lack of balanced management, with too much authority centralized in Mr. Pickett at this time; and (b) lack of proper assimilation and best use of available man power due to improper organization.

The chief strength seemed to be the fine spirit evidenced amongst the majority of the colonists and the great willingness to co-operate and help in the pioneering effort to establish a communal colony.

The greatest need at this time appears to be for better organization and management of the colony and the development of leadership abilities amongst the colonists.

Following these reports the question was asked of the committee, "What, in your opinion, is the next step that we, as a company, should take following the completion of the audit?"

The unanimous opinion of the committee was that our only hope of being of any real assistance to the colony would be in aiding them to set up a new system of management—to decentralize the present management functions of Mr. Pickett—and to try to arrange the control of the colony in such a manner that the colonists at Llano will become a self-supporting unit before any expansion into auxiliary colonies is attempted or permitted.

It was suggested that if the colony desired further help from us in working out some of the preliminary problems involved in setting up a new method of management, we might loan the use of several of our technicians for a time for this purpose.

The next question, addressed to Council, was, "Are we in a position to render real assistance to the colony at this time and are we interested enough in it to want to help because we are intrigued by the possibility of being an aid to such an enterprise, due to social interest in such a cause?"

After general discussion, in which there was a general expression of approval in helping other co-operative enterprises, and it was pointed out that we needed such contacts as stimulation and rejuvenation of our own interests and as a means of strengthening each other it was agreed that we offer further help to the colony.

It was moved and seconded that we authorize Mr. William P. Hapgood to stop at Llano Colony on his way back from his Texas sales trip next week for the purpose of explaining to the colonists the opinions of our company as to possible next steps which seem advisable in order to aid the colony to become a more efficient and self-supporting group.

That we offer to send several of our technicians to Llano for as long as may seem necessary, details to be decided later and the net cost of which to be paid by the colony when it is in a position to do so, for the purpose of helping to set up a new system of management for the colony, since it was the unanimous opinion of the Audit Committee that better organization and management was the most urgent need of the colony now in order to establish it as a self-supporting unit and make possible a raise in the general standard of living to the level of comfort and decency.

That we offer this help, *provided* Mr. Pickett and the colonists agree that all money collected in the name of Llano shall be used solely for the benefit of Llano.

The motion carried unanimously.

Mr. Jones has agreed to return to the colony with Mr. Hapgood for the purpose of helping to interpret the opinions of our group to the colonists.

Because of the lateness of the hour it was decided to defer the discussion of the matter of "our salesmen's wives doing sales work for us while accompanying their husbands on road trips" until the regular meeting on Friday night, when it will be considered as the first item

on the agenda.

It was agreed that we change our regular Council meeting next week from Friday night to Wednesday night. This change was necessary because of the Hallowe'en party which is to be held on Friday.

The meeting stood adjourned at 9:30 P. M.

Regular C. C. Meeting, Friday, Oct. 24

Minutes of the previous meeting were read, corrected and approved.

The first order of business was the discussion of the proposal that salesmen's wives be permitted to do sales work on the road when accompanying their husbands on sales trips. The suggestion that this be done had been entertained by the Sales Department two weeks ago, and Jack Evans reported on this discussion and stated that the salesmen had expressed themselves as being in favor of trying out the experiment. Arlie Myers expressed the opinion that if we allowed salesmen's wives to do this work it would cause a great deal of dissatisfaction among those women who accompany their husbands on sales trips, but who, for one reason or another, are unable to do such work. Several people expressed the opinion that the experiment whilst it is fraught with difficulties would be worth trying out. It was noted that there were many advantages and disadvantages to our taking this course. The feeling was expressed very strongly that the position of a salesman's wife who accompanied him on the road was a very unhappy one; generally she had to confine herself to the hotel where she stayed all day or to taking occasional trips into a strange city. It was also recognized that a pioneer effort of this kind would have to be worked out carefully if it was to succeed. Finally it was moved and seconded that we permit the wives of the salesmen to do sales and demonstration work while accompanying their husbands on sales trips. Motion carried unanimously.

At the suggestion of Dr. Burckhardt, the question was asked of whether such wives as are mentioned above should be subject to a medical examination before taking on this work. The doctor urged that precaution be taken before placing some of our salesmen's wives on this kind of work. He thought some of them who might offer to do the work were not particularly well fitted physically and nervously for undertaking what might be pretty strenuous work. In this connection the doctor was asked to write a letter to the husbands of those women who contemplated doing sales work, urging each one to take every care that his wife be not subjected to more work than she could stand. Each such wife is to be examined by the doctor at the first opportunity.

Next came the matter of whether the salesmen's wives doing sales and demonstration work should be given any remuneration. The tone of the discussion indicated that there was a desire that they should be paid for doing this work, and it was moved and seconded that the special Needs Committee be asked to recommend to Council the amount of expense allowance to be given to the wife of a salesman for each day that she worked in the interest of the company. This was carried unanimously.

It was reported that R. E. Plummer, a wage worker, had been sent out to join the Iowa group of salesmen and was to report to Leo Tearney at Burlington on Saturday, October 25. This action was approved of by Council.

It was agreed upon to pay wage workers, whilst on sales work, a regular weekly income equal to that which they would draw for fifty hours' work at the plant, and that they be given the same daily allowance whilst on the road that is now given to our regular salesmen.

The Committee on Committees reported through its chairman, Miss Franz, that two new committees had been appointed in the course of the week. The first was a Speakers Committee, composed of A. D. Myers, Chloe MeHarry, W. P. Hapgood and Jack Evans, with Walter Mullen as an alternate member. The second committee was the Sales Committee, composed of W. P. Hapgood, Miss Franz, H. E. Herner, Albert Hines, W. H. Hines, Leo F. Tearney and Norman Eickhoff.

A. D. Myers gave a report on behalf of the special Needs Committee. He stated that Dollie Rusie who had been awarded a special needs allowance of $8.00 a week had asked that same be withdrawn from her on the grounds that her needs and those of her family were being taken care of through other sources at the present time. Her request was accepted with the provision that she be paid $1.00 extra per month to take care of an additional $2,000 insurance that she is now carrying.

The committee recommended that our medical officer, Dr. Louis Burckhardt, be paid $35.00 a week for part time services, and that his case be subject to review from time to time so that we can determine if and when the amount of work he does for us increases and his general practice on the outside decreases, so that we can adjust his income accordingly. This recommendation was carried

unanimously by Council.

A Council member asked whether Dr. Burckhardt, because of his part time status, was entitled to all the priviliges that go with a salaried position. It was noted that the Antioch students who worked half time were only entitled to half privileges with regard to vacations, medical treatment, and the two weeks' pay in advance which is paid by us to salaried employees when they resign or are released. After some discussion about this matter, it was moved and seconded that Council extend to Dr. Burckhardt all privileges that go with a full time salaried position with the company as a token of our appreciation of the services he has rendered to us both individually and collectively. This was carried unanimously.

The committee recommended, further, that Henry Rippe be paid a special needs allowance of $5.00 a week. This recommendation was based upon the fact that our doctor had found it necessary to relieve Mrs. Rippe of most of the work around the house and in taking care of her baby. A young girl had been employed by Henry to do house work, and it was necessary that his income be increased in order to meet the additional cost. The recommendation was accepted by Council by unanimous vote.

In connection with the discussion of the case of Henry Rippe the special Needs Committee had thought it wise to call the attention of the Health Committee to the fact that several of our employees' wives had experienced a difficult time after childbirth, and that some steps be taken by the Health Committee to see to it that proper assistance is given to such mothers with a view to lessening the difficulties surrounding such a situation and preventing unnecessary complications and breakdowns in health. The chairman of the Health Committee was asked to take note of this fact.

A request was made of Council through Mr. Johnson, Executive Secretary of the Smoke Abatement League, that we consider paying our next year's subscription to the League at this time in order that the League might liquidate some bills that fall due on November 1. There was a good deal of discussion about this matter, and two or three motions were placed before Council. It was felt by many that the League was asking us to assume a burden altogether out of proportion to our ability to bear it as compared with other concerns which were also supporting the League. It was explained that the present time was an inopportune one for us to make such a payment because of the heavy drain upon our own resources in meeting the demands of the tomato growers. Arlie, who made the request, stated that he would get in touch with Mr. Johnson before our next Council meeting and explain the situation to him and report back to us at that time.

An announcement was made to the effect that Mr. W. P. Hapgood is to broadcast from St. Louis on Saturday, October 25. His speech and accompanying letter were read to Council. This matter led to a short discussion about the possibility of our purchasing a radio for the plant. This matter was left in the hands of Miss Franz. She will report to Council upon her work in this connection at an early date.

Two requests for subscriptions to progressive associations were presented by Jack Evans. The first was a request from the American Association for Labor Legislation that we renew our annual subscription of $50.00 in support of the association's efforts. A statement was made as to the reasons for our former subscriptions and a suggestion was also made that we continue to support this association in the same way as we had done heretofore. There was considerable opposition to making a contribution of $50.00 at this time and finally it was decided that a contribution of $25.00 be made this year with an explanation that we were endeavoring to economize in the expenditure of money in face of the general business depression that seems to have affected most, if not all, businesses. The second request was made by the American Association for Old Age Security. It was stated that Mr. Hapgood had contributed individually to this association for many years at the rate of $10.00 a year. He had felt that such personal subscriptions as he had made to such organizations up to the present time should be transferred to the company insofar as he had put, and is still putting, all his available resources into this organization. There was general agreement with Mr. Hapgood's point of view in this connection. It was understood that we should support the work of the Old Age Security Association insofar as we ourselves are endeavoring to build up an old age pension system here, and that the work of the association is in harmony with our own efforts. There was, however, a strong objection to contributing more as a company than Mr. Hapgood had contributed as an individual, and a motion was made and seconded that we contribute $10.00 to the American Association for Old Age Security. This was carried by a majority vote. It should be noted that those who voted against this motion did so because they thought the sum voted was inadequate.

Homer Shelley asked whether the company desired to contribute in any way to the Community Fund. He gave a summary of his own and his associates' work in collecting money for this fund during the last several days. Several people spoke about the matter of the Community Fund and its relation to ourselves, but it was found impossible to decide upon this matter, and no decision was reached with regard to it.

Meeting adjourned at 9:50 P. M.

Regular C. C. Meeting, Wednesday, October 29

Minutes of the previous meeting were read and approved.

First order of business was the presentation of Mildred Hamilton's resignation, effective as from November 13. This was presented by Chloe MeHarry, and was accepted unanimously.

Two applications for employment by us were next entertained. Both applicants wanted work in the Sales Department. The first was that of a Mr. T. E. Probst, a young man of 28 years of age who had had several years' experience as a salesman and had worked for the last two and a half years for the Campbell Soup Company and part of that time acted as district sales manager for the Central West area. He had expressed in his application a great deal of interest in the private label field and later stated that he would be interested in working for the Columbia Conserve Company at a salary of $40.00 a week. It was explained that Mr. Probst had resigned from the Campbell Soup Company because of the reorganization of districts within that organization, and that he came to us with a good record in the matter of performance and ability. It was stated that his income from his former occupation was $2,600 a year and expenses, and that he lives in this city and is the sole support of a widowed mother. There seemed to be general agreement among the Council members as to the need for the kind of assistance which the employment of Mr. Probst would offer the Sales Department, and discussion centered mainly around the amount of income we should offer him and in what manner that income should be paid.

It was moved by Powers Hapgood that we employ Mr. Probst as a salesman, offering him $40 00 a week, but that payment be made on the basis of $22.00, the minimum for single men, plus $11.00 differential because of the fact that he supported his mother, and $7.00 for special needs. This resolution was not seconded. Kenneth Smith moved that the matter be referred to the Sales Committee and to the Salary Recommendations Committee, these two committees to bring back a recommendation to Council at its next meeting. This motion was seconded but opposition to accepting it was so marked that it was not put to a vote. Finally, Arlie Myers moved and Walter Mullen seconded the motion that we employ Mr. T. E. Probst at a salary of $40.00 a week. This was carried with two opposing votes. Further discussion showed that the Council was in favor of paying Mr. Probst the $40.00 on the basis of efficiency, until such time as Mr. Probst understands our system of estimating income and shows a willingness to conform to it.

In connection with the above it should be noted that Mr. Probst's experience has been such as to make it difficult for him to understand our system of payment according to need and also our attempt at practicing self government in industry. His youth, however, and his apparently clear mind should cause him to learn about our system in a very short time.

The second application came from Mr. Alfred E. Erlougher, Minneapolis, Minnesota. Mr. Erlougher is a young man of 29 years of age with a good deal of experience in salesmanship, and he was recommended by Frank Eustis as being a desirable man for our organization. It was moved and seconded that we offer Mr. Erlougher a position with us, on salary, in our Sales Department. Discussion revealed that we had too little knowledge of the man and his qualifications, and because of this it was suggested that we defer judgment of him until Frank Eustis writes in more fully about him, and that Jack Evans be asked to secure more data concerning Mr. Erlougher, by writing to the applicant himself. This matter is to be discussed at our next Council meeting if such information has come to hand by then. The motion to employ him was withdrawn.

Homer Shelley reported on the Community Fund contributions from the group for the year 1930. Figures showed that thirty-three people had contributed a total of $37.00. He also asked the question of whether the company would contribute this year as it had done in former years. It was moved and seconded that we do not contribute to the Community Fund as a company this year. This motion was carried with two opposing votes.

Homer Shelley brought up the case of Otis Sandefur to the attention of Council. He stated that Sandefur had left the company's employ several months ago

with a loan of $167.00 due to the Credit Union. This loan had been given to Sandefur largely at the instigation of Council although Council did not become obligated to the Credit Union with regard to its repayment. Officers of the Credit Union had come to the conclusion that now there was only one way in which this loan might be paid and that was to foreclose on Sandefur's household property. This, it was felt, would be a very unkindly action to take and would reflect badly upon the Credit Union and the company. The suggestion was made by George Gregory that every employee contribute $1.00 to a voluntary fund that would be raised in order to repay the loan to the Credit Union. This suggestion met with approval and it was moved and seconded that George Gregory and Kenneth Lucas be charged with the responsibility of managing such a fund. This was carried unanimously.

The chairman announced that tickets had been received in the office from the Spanish War Veterans Fund, and a request was made that we sell five of these to members of the organization. By consent it was decided to hand these tickets over to John Thomas who would try to dispose of them in any way he saw fit.

A report was made from the Needs Committee through its chairman, bearing upon the question of a daily expense allowance for salesmen's wives whilst doing work on the road or demonstrating. The committee, it was reported, had explored the situation very carefully and come to the conclusion that an expense allowance of $2.00 per day should be paid for each day worked to the wife of any salesman while she was on the road. An explanation was made concerning the reason for the figure of $2.00 a day. This was accepted and it was moved and seconded that the committee's recommendation be accepted. This was carried unanimously.

The chairman of the Health Committee reported that Dr. Burckhardt had failed to pass the medical examination made by Dr. Canaday. Dr. Canaday had recommended that we postpone any action for a period of three months, at which time the doctor would be re-examined.

It was moved and seconded that we refer this matter to the Health Committee for further consideration. This was accepted by unanimous consent.

Walter Mullen reported on behalf of the Salary Recommendations Committee, stating that the committee had met during the week and discussed the problems of the release of wage workers now in our employ, the consideration of investigating the fitness of salaried employees and also problems relative to the launching of an educational scheme which would absorb a great deal of time (which can be classified now as surplus time) if such a scheme be carried out. His report was as follows: We have at present twenty-three wage workers, of this number five men have been selected for training in the Sales Department and three women have been selected with a view to their doing demonstration work. Two women and one man are Antioch students, and one man, Morrison Handsaker, has been guaranteed work for a period of up to one year. That means that twelve wage workers are tied up for one reason or another and are not eligible for immediate release. The remaining eleven wage workers are considered to be good material by the department heads who have charge of them, and the latter are reluctant to consent to their release. A committee composed of the heads of departments had discussed this matter and had recommended that each department cut its force to the minimum needed to pack and ship 6,000 cases a week. Each department head was asked to name the men and women that would be taken away from his or her department in this way. The result of that was that ten salaried workers and six wage workers were named as being redundant at the present time. The heads of departments were in favor of the suggestion that these men be turned over to the Reserve Department, and that the problem of finding work for this group be entrusted to Powers Hapgood, leader of that department. Powers had told the committee that he could not use all these people on productive labor all the time, and he readily agreed with the suggestion that we adopt an educational scheme with regular class work so that the time of these men and women be used directly in such classes and indirectly in relieving others so that they might attend classes.

It was agreed to experiment for the next several days to find out how much spare time we are likely to have for such work, and that the Education Committee be consulted with a view to making a recommendation to Council relative to the establishment of classes.

It was proposed and seconded that we have a special Council meeting on Monday, November 3, to discuss the last named matter. This was carried unanimously.

Meeting adjourned at 10:05 P. M.

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O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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Wm. McCURDY
Kitchen
The Columbia Conserve Company

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INDIANAPOLIS

Ring out the old, ring in the new,
Ring, happy bells, across the snow:
The year is going, let him go;
Ring out the false, ring in the true.

Ring out the grief that saps the mind,
For those that here we see no more:
Ring out the feud of rich and poor,
Ring in redress to all mankind.

Ring out a slowly dying cause,
And ancient forms of party strife:
Ring in the nobler modes of life,
With sweeter manners, purer laws.

Ring out the want, the care, the sin,
The faithless coldness of the times:
Ring out, ring out my mournful rhymes.
But ring the fuller minstrel in.
Ring out false pride in place and blood,
The civic slander and the spite:
Ring in the love of truth and right,
Ring in the common love of good.

Ring out old shapes of foul disease:
Ring out the narrowing lust of gold;
Ring out the thousand wars of old,
Ring in the thousand years of peace.

Ring in the valiant man and free,
The larger heart, the kindlier hand;
Ring out the darkness of the land,
Ring in the Christ that is to be.

—*Tennyson.*

THE COLUMBIA CAULDRON

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THE CHAIN STORE PROBLEM

A study of the economic and social significance of the growth of chain stores was made last summer by Edward G. Ernst and Emil M. Hartl, graduate students in Boston University School of Theology. The data gathered have been put at the disposal of this Department, and were also made the basis of a series of articles in *The Nation* (New York) in its issues of November 12, 19, 26, and December 3. The quotations occurring in this summary are from those articles.

The study covered ten representative towns and cities ranging from 3,700 to 92,000 in population. The sample of stores included 24 chain groceries representing 13 systems, 21 independent groceries, and 41 chain stores and 19 independents in other lines than groceries, a total of 105 stores.

In the recent election a number of United States Senators appealed to their constituents for support on the basis of their anti-chain convictions. A few states have passed laws which levy special taxes on chain stores but these have been held unconstitutional. Many newspapers and radio stations have been enlisted in the fight against chains. "In Danville, Virginia, a clerk in an independent store was dismissed from service because he made a purchase in a chain store. A school teacher in Michigan was refused her contract on the ground that she had been seen in one of these foreign-owned establishments." Independent merchants, wholesalers, and producers are devising methods of meeting the pressure of chain store competition. Thus there is evidence of an economic struggle which has large implications.

One class of independent merchants is on the defensive, another is taking the offensive, and a third is comparatively secure because it caters to people who want quality goods and services not provided by chains. The plight of the first class is largely attributed to the fact that they are "shopkeepers" rather than "merchants." They refuse to modernize their methods, expect patronage for sentimental reasons, have little capital and expect wholesalers to extend unlimited credit.

The second class pursues various methods. One method is to organize and carry on propaganda through advertising and by radio to convince the public that money must be spent and kept in each community for the good of local business and of home institutions. For example, the Merchant Minute Men's Association, composed of about 50,000 business men in all parts of the country, operates at an expense of about $80,000 a year and uses radio station KWKH as its chief medium of expression to oppose the chain store. The investigators state that there are about 350 organizations devoted to propaganda for developing patronage of independent local stores.

Some independent stores are not only revising their methods of buying and merchandising individually in order to compete successfully with the chain stores but are joining organizations which give them further advantages along these lines. For example, 14,000 stores are members of the Independent Grocers' Alliance, which carries on collective buying and advertising, supervises the remodeling of stores, and introduces new methods of merchandising. This practically puts the members on the same basis as chain stores except that they bear much greater responsibility and risk. Since only the more progressive independents are invited to join, the others are faced with a competitor quite as powerful as the chain store.

Wholesalers and manufacturers are also taking active measures to assist independent stores to survive by better merchandising and advertising. They are also interested in putting themselves in a position to combat the buying pressure of chain stores. "In Newport, New Hampshire, an independent merchant operating a variety store has a connection with a

New York jobber who not only sends him all of his merchandise, but, what is just as important, keeps him in touch with the latest business methods. The arrangement is proving to be very satisfactory and there is little doubt that it is a big factor in the merchant's success." Thus, the very nature of the defense measures employed "points to the ultimate triumph of the chain principle."

Price Competition

The effectiveness of the competition created by the chain stores is in lower prices offered to the consumer. In the grocery field the investigators found by a comparison of prices on 124 standard items that the chain stores were 7.3 per cent. lower than the independents in the 10 cities studied. "In canned goods more than 400 different brands were recorded, and the chain stores showed an advantage of 11 per cent. This latter average figure, however, includes brands carried by independents only and special chain-store brands, whose quality cannot be compared. On a few articles not much in demand we find the independents often as much as 20 per cent. higher than the chains." The prices of the independent credit stores in all the cities combined were nine per cent. higher than the chain stores.

Since the chain store sells for cash, it can pay cash when it buys and thus obtain discounts. Even a two per cent. saving made thus on groceries is not a small item when capital invested is turned over 12 times a year. Another important saving comes from direct buying and buying in large quantities. "The retailer can get from the manufacturer the same ten per cent. reduction that the jobber receives, and the old-time jobber is being squeezed out." Of course discounts can also be obtained by independents who have the necessary financial strength and they have the advantage of "being free of the chain organization of presidents, vice-presidents, buyers, and superintendents. This superorganization costs chain groceries from two and one-half to three per cent., and dry goods chains about five per cent."

In buying, however, much depends on skill in bargaining and knowledge of quality as well as keenness in judging business prospects and in knowing the proper time to buy much or little. If the independents are to be able to compete with the chain stores in this respect they must be able to command the services of well qualified men.

The chain stores are frequently in a position to use quantity buying to obtain disproportionately low prices. "Special discounts are often given to a concern which takes one-fourth, three-quarters or perhaps the entire output of a factory for a period of time." Furthermore, it is not unusual for the manufacturer to reward the "big buyer" by a gift of free goods. In order to avoid the accusation of selling at varying rates he "charges up this gift to advertising and no one is the wiser. Some manufacturers give what they call 'confidential discounts,' which are simply secret price reductions to quantity buyers. One of the largest textile factories in the South held to a uniform price for all buyers until last spring. At that time an order of 2,000 cases of sheets went to another factory because this concern refused the demand for another seven and one-half per cent. discount." Soon afterward the company made the concession and orders came in again. At about the same time wages at the mill were cut ten per cent. The farmer pays by taking a price cut on his cotton. In some cases the chain stores have even become their own manufacturers and packers. "One grocery chain now has three immense subsidiary companies engaged in preparing its products."

Some manufacturers, however, are in a position to withstand the buying pressure of the chain stores. Those who produce superior quality goods and specialties find their market elsewhere. Others refuse to deal with chain stores, fearing price dictation once they have opened an account with them. Some refuse the chain stores any special concessions and create a demand for their products by national advertising. Until recently this policy left the chain stores no choice but to carry certain popular brands regardless of price, but the chain stores are now engaged in building a demand for their own brands which may decidedly cut into or replace the demand for popular brands. In this connection the chain store has the advantage of mass advertising, for a single "ad" can be used to tell about a store and all its leading products.

Chain stores are usually able to pay much higher rents than independents and thus to obtain the best locations. True, the investigators concluded that in most towns rents paid by the chains are exorbitant; but, since location is a decided advantage, long time operation in a growing community and an increasingly large volume of business may more than offset the higher rents.

Other advantages of the chain stores are the result of their ability to buy the services of the most capable managers to head up the entire enterprise. This is

particularly important not only in connection with buying but in merchandising on the principle of a large volume of business, a rapid turn-over of capital and a small margin of profit. Centralization of authority under superior management makes possible the application of expert supervision to each store. In so far as the chain store managers and employees can be induced to follow the best known practices in merchandising it is possible to excel in service and low costs.

Management and Labor

The investigators point out that it is pertinent to inquire how much of the competitive advantage of chain stores is to be attributed to the salaries and wages paid to store managers and employees. In chain groceries wages of men clerks usually range from $12 to $17 or $20 per week. Occasionally an exceptionally good clerk gets $25. The average in 13 chain grocery stores was $19 per week, or about 20 per cent. less than in independent stores. The managers average between $35 and $45 per week, which in most cases includes a commission of one per cent. on gross sales.

In limited-price chain stores, such as five-and-ten cent stores, the average wage per chain system was $11 per week, but six of the 13 systems pay an average of $10 or less. "The 'green' girls are usually started at $8 per week and can rise to $12 and, perhaps, in certain sections of the country where a higher wage level prevails, to $13 or $14 per week. Occasionally a floor girl or a cashier will make as much as $20 or $22."

In ten chain department stores the average wage for girls is about $15.50, while independent stores in the same cities paid an average of $16.50 per week. At Little Falls, Minnesota, the average paid by the chain stores was higher than the average in independent stores. The men employees of the independent stores in the various cities are paid about 23 per cent. more than the men in the chain stores. The investigators explain this difference as due to the fact that the men in the chain stores are putting up with smaller wages with the expectation of becoming managers, a reward which the independent merchants cannot offer.

The managers of the chain department stores have on the average a better opportunity financially than those in any of the other chain systems. The drawing accounts of managers in the ten cities ranged from $30 to $35 per week and commissions from one-sixth to one-third of net profits.

Most of the chain store systems except the grocery chains have some kind of bonus system, which is usually a gift of $5 for each year that the employee has been with the company. In one case where the bonus was one per cent. of the salary and two-fifths of one per cent. of sales it ranged from $100 to $263. The chain department stores and a few of the limited-price chain stores give employees and their dependents discounts on purchases. This is a common practice also among independent merchants.

In general, chain store managers are directly responsible for wage rates. They are instructed to keep the overhead of selling cost as low as possible. Economies are rewarded by promotion. Several managers of limited-price stores admitted that their policy was to hire only girls who live at home.

The average hours per week worked were: in chain groceries, 64; in limited-price chain stores, 53; in chain department stores, 51; in independent groceries, 65; and in independent dry goods and department stores, 52. Thus the independent stores seem to work their help a bit longer than the chain stores. Although the investigators report that legal requirements for women are "followed quite rigidly," they point out that the work of the chain store manager and his helpers "is only half done when the front door is locked." In grocery stores the rule is that all must be in shape at night for tomorrow's business. In variety and dry goods department stores all counter changes must be done while doors are closed. Window displays must be ripped out and replaced by nine o'clock in the morning.

Most of the chain store systems provide vacation periods ranging from one to two weeks. In this respect they make a somewhat more favorable showing than the independents.

Chain Stores and the Community

"As mass production has revolutionized American family life, so mass distribution is revolutionizing the community life of America . . . The local merchant generally owns his own home. The town in which he secures a livelihood for his family is his permanent home. He takes pride in his community's activities; he shows an active interest in the education and training of the youth of the town. He is considered one of the leading citizens, and is expected to lend his efforts toward the social, educational, and religious advancement of the community. As this loyal and energetic type of citizen is being driven out of his prominent position, another type of merchant takes his place.

"The new man is a transient. He is merely a representative of a non-resident group of stockholders, who pay him according to his ability to line their pockets with silver. He can hardly be classed as a merchant. He is told exactly what to do and how to do it. He simply takes his orders and does his best to carry them out. The better able he is to carry out orders, the better are his chances of being transferred to a bigger town, and this is his chief ambition . . .

"In our survey of 10 cities we questioned 34 chain store managers concerning the length of time they had occupied the positions they were then holding. In only 11 of the 34 cases was it more than four years, and in 14 it was less than two years. Only two managers had been appointed to stores in their home towns, and two others had taken the risk of purchasing a home for themselves. Since the chain manager must be a puppet, he is hardly capable of becoming a leading citizen of any town. His interests are not with the people he serves, but in the financial returns of his store. Furthermore, his company prefers not to have him become too well acquainted. Bridge parties, ball games, and celebrations all have a tendency to distract one's attention from business . . . During the entire survey we were able to find but two chain organizations which advised their managers to take an active, personal part in community affairs."

Until recently chain stores ignored local demands for contributions to community chests and chambers of commerce. Store managers have been able to refer those requesting gifts to headquarters. The policy of the companies seems, however, to be changing. "It is the policy of some chain stores to set aside a certain per cent. of the sales for community co-operation. This ranges from one-fourth of one per cent. to three-fourths of one per cent. of the total sales. One manager informed us that though he was advised to give one-half of one per cent., he usually held back half of that in order to increase the net profits of his store, on which he received a commission. More commonly, however, the manager holds the quota until Christmas, when he gives it in the form of goods, thereby increasing his volume of business."

The chain stores have been charged with destroying local enterprise and with transferring money from the local community to New York. It is complained that they do not own the property they use and thus do not pay their share of the taxes; that their receipts go to maintain an overhead organization outside the community and to pay dividends on investments in which the community has no interest. "The local bankers testify that most of the money which has been deposited on Saturday night is drawn out on Monday morning. We talked to two bankers this summer who had refused to handle chain accounts because the chains never left a balance in the bank. It is estimated that it takes a balance of $800 in the bank at all times to pay for the handling of a chain store account. It is now a common practice for banks to demand a balance of at least $1,000. This enables them to handle the chain accounts at a slight gain instead of at a loss. On the other hand, most of the bankers whom we interviewed agreed that the independents' accounts were not profitable either. The increasing insecurity of the local merchants can, however, be attributed to some extent to the incoming chains."

In this connection the investigators point out that seventy-five cents of every dollar spent for groceries, whether in chain or independent stores, must be sent out of town to obtain more supplies. Also, that, while chain stores in most cases do not own the property in which they do business, they pay high rents which contribute both to taxes and to the profits of real estate owners. On the other hand, inequities in taxation are complained of. "In Framingham, Mass., the local merchants complained that they were being taxed $30 on every $1,000 worth of stock by the city, while their more prosperous competitors were exempt from all taxes except the state corporation tax. The city's share in this state tax is only 50 cents on $1,000 of stock. Thus the local merchants are contributing sixty times as much toward city expenses as are the chain stores."

The larger part of the money taken out of town by the chains obviously goes to support the super-organizations and to pay net profits. It is estimated that net profits range from two and one-half per cent. in the grocery business to 10 per cent. in the clothing business. But the question is whether this is more than offset by the lower prices which the chain stores charge. How much of the saving to the community in lower prices can be attributed to the lower wages paid to employes must also be considered. Furthermore, the power of the chain stores to buy at disproportionately low prices may well reflect itself in reduced wages of workers in other cities. But it should be kept in mind that purchases of organized independents, who buy for cash and in large quantities, may have the

same effect. On the other hand, where mass production is carried on most efficiently, wages and profits can be high while prices remain low. Thus it is evident that there is an interrelationship between mass production and mass distribution, between employers and employes, and between a community and other communities, which makes it more and more necessary to consider the functioning of the economic system as a whole.

Conclusions

The investigators conclude that the chain stores have demonstrated the economy of large scale distribution. The costs of the small independent merchant are almost 15 per cent. more than those of the "big" independent, who is able to pay cash and buy in quantity. "The consuming public can hardly afford to pay for this economic waste in order to give a few more men an occupation. Mass distribution is inevitable. Whether the bulk of the business will fall to local or outside interests remains to be seen, but it is now time to consider the respective values of the two methods.

"The amount of capital necessary to operate an independent retail business on a sufficiently large scale to accomplish all necessary savings is becoming too large for one man to furnish. The owner of such a business is fortunate if he is able to keep the controlling interest. The remainder of the capital must be secured from successful citizens of the town, who buy shares with the expectation of receiving a fair financial return from their investment. To this class of men it matters little whether their two per cent. profit comes from money invested in the coal mines of Colorado or in a grocery company in their own city. They spend the two per cent. in much the same manner regardless of the source from which it comes. As long as a man has not a controlling interest, he has little or nothing to say about the policies of the company in which he invests, and as soon as the company slacks up on dividends he is ready to withdraw his financial support. From the point of view of the shareholders, then, unless it is operated on a co-operative basis there is no special difference between the foreign-managed and the home-owned store. However, there is one advantage in the latter. That is the place of the proprietor in the community. He receives the same two per cent. profit on his investment, but he also operates the store over which he exercises his control. He feels a responsibility towards his customers, as well as toward his financial backers. He cannot escape the human interest which is always present when a man is dealing with old acquaintances and friends. But it must be understood that in so far as the two per cent. profit is concerned, this sum serves the community about as well when it is drawn as dividends from outside industries. The future solidarity of the American community is chiefly dependent upon the genuine interest of its entire citizenry. . . . Let us reiterate that the chain principle of distribution is economically sound. It cannot be retarded. We must accept the chain stores as a factor in our new age of efficiency and attempt to keep them under control. New policies of community spirit must be developed. Hours and wages should be controlled, and the interests of the producer protected. In an age of greatest efficiency there must be but three main classes of people, the consumer, the producer, and a minimum number of citizens involved in distribution. The interests of all three must be given equal consideration."—*From the Bulletin of Federal Council of Churches, December 6, 1930.*

UNEMPLOYMENT

Being single, I was among the first to
go out of the mill
Released by the boss's casual, "You men
are not needed any longer."

' ' '

While my money lasted, I hoped; walking from place to place
Only to hear, over and over, "Leave your
address. There's nothing now."

' ' '

Since then I've known hunger, humiliation,
Have come to know the cheap flop house,
the bread line.

' ' '

"Move on, you bum," cry the cops,
Prodding my weary feet from the park
bench.

' ' '

You! Scornful ones, who pass me by;
can you not see?
Another Radical cast in your torturing
molds.

—W. Groves.

Those who live on the mountains have a longer day than those who live in the valley. Sometimes all we need to brighten our day is to rise a little higher.—*John Dewey.*

A TRAVELER'S REPORT

In November the woods of the upper peninsula of Michigan have an attraction for thousands of hunters from within and from nearby states. During the fifteen days of the deer season the army of hunters come in by train, bus and auto. Tramping through the woods gives them a kick and if they get their deer, they have the biggest thrill of all. These hunters are welcome by the shopkeepers as they purchase ammunition, food supplies, etc. It stimulates business at a time when industry is lagging. 70,000 hunters were expected in that district this season.

While many men are hunting for deer, others, residents of the state without jobs, are hunting for meals and shelter at night. In the two largest towns in the Menominee Range, Iron Mountain and Iron River, the municipality and private charity were feeding hundreds of unemployed two meals a day and a free flop in the municipal building basement or jail. Armistice Day was an opportunity for the countryside to celebrate by attending a football game and to devote the proceeds to the needy unemployed.

The leading activity in this detached section of Michigan is iron ore mining. In this range the ore lies deep underground and shafts are necessary to bring the ore to the surface. In the range to the west the ore can be mined in open pits with the use of great steam shovels. The cost of production is correspondingly low there. The deep shaft high cost mining at Iron Mountain has some compensations, however. The ore there is high grade, the iron content ranging from 50 to 60 per cent. This shaft is 2,000 feet deep and employs 530 men in two eight-hour shifts and produces a daily total of 1,600 tons. The average wage is $5.00 a day but they are working only three and four days a week. The ore is shipped 60 miles by rail to Escanaba, a lakeport, and from there transshipped by boats going down to Lake Erie, where it is then loaded into railroad cars for its final destination, the blast furnaces at Pittsburgh. When the lake shipping season is closed during the winter, the ore is dumped at the pit head in great piles; then in spring it is scooped up by steam shovels and loaded onto the railroad cars.

In the Calumet copper range depression is even more severe than in the iron ranges. Shutdowns and short time is the rule. The price of copper has fallen. The complaint is that when copper gets down to less than 12 cents a pound it puts Michigan very much out of the productive picture. Some of the business men here talked of their troubles being caused by the competitive advantage of Arizona copper which they say can be produced for four cents a pound less than Michigan copper. The trouble is, of course, deeper seated than that. The world stock of copper has accumulated until it is six times greater now than it was two years ago. Prices, therefore, fell from the high point of 24 cents a pound to what is considered the ruinous price of less than 10 cents—too much productive capacity. The copper region looks to suggested plans for restriction by the world copper producers that the surplus stocks may be gradually worked off at better prices.

Several years ago Ford built a large plant near Iron Mountain for the manufacture of such wood products as his requirements at Detroit and other places made necessary. Various chemical by-products are also obtained at this plant besides the finished wood, the logs being shipped in from different parts of the peninsula. When the plant was first established, the countryside went into a fever of excitement and speculation and laid out town sites on a Detroit scale. Later the bubble burst. At one time 7,800 were employed, but after a brief period, it dropped to 3,800, which is considered the normal number. Since last summer only 2,800 are on the payroll. Practically all of these are on a six-day month schedule. Even at $7.00 a day this only totals $42 a month, just about rent and fuel for a family in Michigan. In the suburbs around Ford's plant, the complaint about conditions is loud. Merchants have been closed up because of credit conditions; others are buying from hand to mouth.

The grocery merchants in such sections of upper Michigan as Iron Mountain are contending with not only the business depression, but also with the chain store. On the main street of this city, the chains have about pushed the independents out. The issue of Chain vs. Independent is being debated as a subject in the high schools and the question is an issue with political parties in both this and adjacent state of Wisconsin. If the topsy-turvy conditions of both production and distribution arouses interest and action on the part of the people generally, there may be some good come out of it all.

—J. A. B.

THE SCIENTIST'S GREATEST OBSTACLE

On October 22, 1930, at a meeting of the American Society of Mechanical Engineers held in New York City, Georges Claude, famous French inventor of the commercial process of liquifying air and of the neon light, explained his method of manufacturing power by utilizing the difference between the temperature of water at the surface and at the lower depths of the sea.

In comparing the difficulties which he encountered in overcoming the forces of nature with those he experienced in dealing with human beings, he said:

"We had hardly uttered our proposition when protestations and objections fell on our heads like hail.

"First of all, so extremely low is the pressure of such steam that everybody doubted its being utilizable. Besides, dissolved gases constituted an impediment that many critics delighted to present as insuperable. Others declared that it would be impossible to prevent the complete warming of the deep water during its ascent."

He concluded that his principal difficulty had been to dispose of the unfavorable comment "of all those who prefer speaking rather than acting, of all those whose profession it is to criticize all that is new, to dishearten all that requires audacity and self-confidence. In short, I revived once more the experience of my whole career, which proved to me how much more difficult it is to fight against man than against matter. So numerous, so efficient today are the resources put at our disposal by nature and by science that, in my opinion, material difficulties may always be mastered with some imagination and perservance. But man—that is another business."

"Who is really the boss in your house?" inquired the friend.

"Well, of course, Maggie assumes command of the children, the servants, the dog, the cat, and the canary. But I can say pretty much what I please to the goldfish."

CURRENT EVENTS

By The Man In The Street

A few years ago we were told that Russia's economic system wasn't practical, that it wouldn't work—that it couldn't work. Now we are told that Russia is "dumping" paper pulp, manganese, asbestos, etc., on the world market. Evidently something is working.

A. D. 1930! The year famous for the fact that millions suffered want, not because of shortage, but because of overproduction.

Competition is the life of trade. Everybody is supposed to believe that. Trusts use it as their defense when they drive smaller competitors to the wall. But when beaten at their own game in world trade they cry for a billion dollar tariff and accuse the other fellow of "dumping," whatever that may mean. Could it be possible that Russia is able to compete successfully in the world market because her production costs include no million dollar a year men and no dividends on watered stock?

Competition is the life of trade. Chain store organizations repeat that phrase in self-justification each time a few more independent grocers go broke. Could it be possible that chain store organizations are guilty of "dumping"—in the home market?

From the American Federation of Labor, through Mr. Woll, comes word that the Bolsheviks are starving their people in order to dump wheat on the market. From Wall Street, through Baron's, comes word that since 1928 Russia's wheat production has exceeded that under the Czar yet her exports of wheat are one-third less. "It is evident," says Baron's, "that the Russian masses are much better fed than before the revolution."

The President tells the White House Conference on Child Welfare that we have six million children suffering from malnutrition. Now let's hope he tells that to the Federal Farm Board all dressed up with 100,000,000 bushels of wheat and apparently no place to go with it.

We are told the world wide depression is due to "dumping" by the Russians. Yet statistics show that Russian exports form but 1½% of the total world trade. What CAN a man believe?

Over-production! Yet millions lack the bare necessities of life, not to mention its comforts. Brisbane says nobody knows what is wrong. What is the matter with our very *best* people? One supposed they knew everything.

* * *

If over-production produces 5,000,000 unemployed in the United States, how does it happen Russia can increase production 25 per cent., and with exports only half the pre-war figure, have trouble finding enough workers, "with labor at a premium," as reported by Associated Press dispatches? Can it be that Russia's "slave labor" receives a larger share of the wealth it produces than does America's free labor? Surely not. Anybody should know better than that. But the average man, not very smart anyway, just can't help but wonder.

* * *

The Federal Farm Board advises farmers to feed their wheat to stock. Now won't somebody advise the Federal Farm Board agencies to feed THEIR wheat to the millions of kiddies suffering from malnutrition.

* * *

We are told that unemployment is due to over-production. Then, to cure unemployment we curtail production. And we get—more unemployment. Then, to cure unemployment we try to make jobs. And we get—more over-production.

Some day, maybe, we'll realize that the trouble is under-consumption.

* * *

Says the Saturday Evening Post, "Russian industrial development is being accomplished largely through foreigners. This of course has occurred in all backward countries on a smaller scale and at a slower pace. But it has usually occurred as the concomitant of investment. In Russia, however, the transformation occurs on the basis of employment. The foreigners who design, construct and introduce the operations of the numerous and diversified units are not investors, but employees. The completed plants belong, not to Russian or foreign investors, but to the Russian people."

Now, because our very best people say that's all wrong, maybe it is. Maybe! And then again, maybe our economic system is not the last word in perfection after all. Maybe no system is perfect that causes suffering and want, not from shortage, but from over-production. It's probably all wrong, but it just seems as if over-production should produce a picnic, not a panic.

FROM DANVILLE, VA.

The following is a copy of a letter received by Miss Franz from Mr. J. C. Blackwell, secretary-treasurer of the Relief Committee, seeking to assist the striking textile workers of Danville, Virginia. Readers will recall that we donated 380 cases of assorted soups to the committee for relief work. Mr. Blackwell's letter refers to that gift.

"Estelle Franz,
Columbia Conserve Company,
Indianapolis, Ind.

My Dear Friend:

This is an acknowledgment of thanks for the donation of soup which you have so freely donated to the benefit of the striking textile workers of this city. If you knew what a tremendous task is upon our shoulders in clothing, feeding and keeping warm these thousands of textile strikers, then I am sure you would know just how much we appreciate the donation.

We are proud of the spirit and determination of our people. I wish you could come with me to the heart of the strike area, talk with them, visit in their homes, watch them in the glorious fight they are putting up for industrial freedom. They have learned to smile and find glory in their sacrifices. Injunctions have been issued against them, hunger and cold has snapped at their heels, but none of these hardships has caused their spirit to slack. They have commanded the respect and admiration of all who have kept in touch with the conditions in this city. These people are giving their all for industrial freedom for the entire South—not the kind Mr. Fitzgerald had prior to the strike—but real American democracy, which is their God given privilege and guaranteed them under the Bill of Rights in our Constitution.

It is very encouraging to us to know that our friends all over the country are willing to sacrifice in order that we may win our rights as American citizens and save this great Southland, of which we are so proud, from industrial bondage.

Again I thank you for the donation and with all good wishes to you and yours, I am,

Sincerely and fraternally yours,
J. C. BLACKWELL,
Secretary and Treasurer."

Son: "Papa, what is race suicide?"
Dad: "Trying to beat a train to the crossing."

MOTHER JONES

"Today in well polished, mahogany offices, wealthy mine owners and well-fed bankers heave sighs of relief. Today in dreary mining camps and factory towns working men and toil-worn women shed tears of grief. The cause of this contrast is the same. Mother Jones is dead."

These were the opening words of the funeral address which Father Maguire, a Catholic priest and long time friend of Mother Jones, delivered by the casket of the dead labor crusader in the little mining village of Mount Olive, Illinois, a few weeks ago. Judging by the sorrow and devotion of the twenty thousand working men, women, and children who were present at the funeral and the almost complete absence of the wealthy, the idea of this contrast was none too strong. Mother Jones and all she stood for in her lifetime had been bitterly opposed by the employers and had been loved by the workers, for she was uncompromising in her activities on behalf of raising the well-being and the happiness of the exploited working class.

On numerous occasions she was thrown in jail by military authorities at the request of mine owners because she was so effective in leading large groups of workers who had gone on strike in desperation against intolerable conditions. She was one of the leaders of a strike against the Rockefeller mines in Colorado, when the state militia shot down and burned to death twenty-one women and children and a dozen men in a strikers tent colony at Ludlow. In West Virginia she once bluffed a gang of company gunmen almost single-handed by pretending she had a large body of miners at her call and marched into the face of a machine gun, tearing it away from those ready to use it against her people.

She was known as "Mother" to the hundreds of thousands who knew her, for that was what she was to them. She was ready to sacrifice life itself for her children, for that is what all the oppressed people were to her. She never had anything until she was too old to fight any longer, for she gave everything she had to her comrades.

Nothing describes so well the philosophy of Mother Jones, who was called "the greatest American woman" by one large newspaper editor, as these lines of Ralph Chaplin:

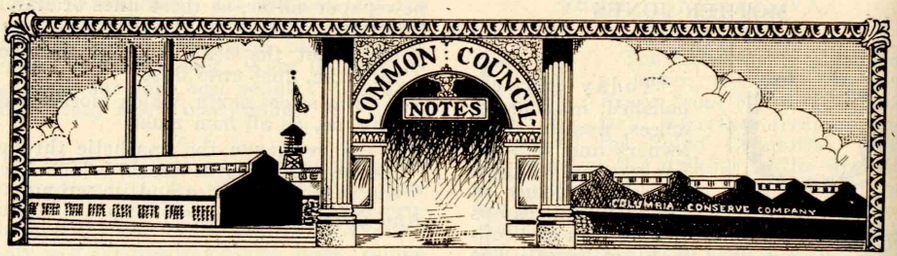
"Mourn not the dead, who in the cool
earth lie, dust unto dust,
The calm sweet earth, which mothers all
who die, as all men must,
But rather mourn the apathetic throng,
the cowed and the meek, which sees
the world's injustice and its wrong,
And dares not speak!"

"A man stands revealed both by the things he strives to gain and the things he strives to avoid. The thing that most easily shocks him is usually that which he himself is struggling to overcome. It represents something to which in his secret heart he can say either yes or no. His dilemma troubles him. He seeks to avoid the inner gnawing by carrying the fight into the open. He turns his personal conflict into the appearance of a public issue, and you have the moral reformer."—EVERETT DEAN MARTIN, *The Meaning of a Liberal Education.*

I have come to realize that the white race isn't as important as I used to think it was . . . in many ways China is the greatest country I have ever seen. It is not only the greatest numerically and the greatest culturally, but it seems to me the greatest intellectually. I know of no other civilization where there is such openmindedness, such realism, such willingness to face the facts as they are, instead of trying to distort them into a particular pattern.—BERTRAND RUSSELL, *quoted in Will Durant's Contemporary European Philosophers.*

"Progress in civilization has been the work almost wholly of scientists, philosophers, artists, engineers, and unique individuals. The rest has been froth and foam, a struggle to liberate mankind from the clutches of its most recent liberators, crowd devouring crowd, movements marching to Utopia down blind alleys." — EVERETT DEAN MARTIN, *The Meaning of a Liberal Education.*

"There is, to my mind, no economic failure so terrible in its import as that of a country possessing a surplus of every necessity of life with numbers, willing and anxious to work, deprived of those necessities. It simply cannot be if our moral and economic system is to survive."—Herbert Hoover.



Special C. C. Meeting, Wednesday, Nov. 5

The meeting was called to order at 7:00 P. M. and the minutes of the previous meeting were read and approved.

The first discussion was further consideration of the basis for salary payment granted to Theodore Probst at the last meeting. Explanation of why it was agreed to pay this salary on an efficiency basis, which is a clear departure from our stated, and accepted, principle of payment based on needs, was asked for. Mr. Wm. Hapgood expressed vigorous opposition to such procedure in this case and repeated the two possible basis for payment which we ought to consider:

1. Our accepted salary basis set on needs.

2. Pure efficiency—on a wage basis of demand (which could apply to special cases of emergency such as that presented by our employment of Efficiency Engineers last year).

The chairman explained, for the benefit of those who were not present at the last meeting, that nearly two hours had been used in discussing this matter and that a strong argument was made on exactly the points mentioned and a strong feeling was evident in favor of paying this salary on the needs basis. An emphatic point had been made by several, however, to the effect that Mr. Probst, being unfamiliar with our methods and principles, might better be paid on an efficiency basis until he understood our procedure, at which time he might voluntarily change the basis to needs.

The long, wearing discussion of this case had resulted in acquiescence to the motion for the time being.

Mr. Probst was present and, in reply to a direct question as to his status and needs, said that he was quite willing to accept the needs basis and that the amount agreed upon for his salary would meet his needs. With this information about the amount of needs allowance required it was moved and seconded that Theodore Probst be paid the minimum salary of $22.00 per week with a Special Needs allowance of $18.00 per week granted because of the dual fact of being the sole support of his widowed mother and previous standard of living requirements for her. The motion was carried unanimously.

The next report was from the joint committees—salary recommendation and education, presented by Jack Evans and supplemented by other members of the committees.

Careful analysis during the past week showed that we are carrying a surplus on our payroll of approximately 450 hours per week over and above production needs to carry on our present production level of 6,000 cases plus the storage of carrots and turnips.

Realizing that the charge for these hours would be reflected in higher case costs which, in turn, will reflect in earnings for the year, but believing that, if possible, we should try to retain the equivalent to our present payroll hours it was the recommendation of these committees that we use the surplus time available in an education program. The retention of these hours would be a direct way of helping carry a portion of the public burden of unemployment in addition to carrying through our own program of full time employment for our salaried force. We believe that, as a company, this would be preferable to contribution to the community fund.

The cost of this program, figured on our average wage rate, rather than average plant rate, would be about $200.00 per week and, if carried through until next March, would total between $3,000.00 and $5,000.00. Undoubtedly such education work would be valuable even though results from it were intangible for the most part.

The proposed use of the approximately 450 hours available was as follows:

1. The present class schedule calls for about 50 hours per week and will be continued.

2. An additional class schedule would be arranged to cover about 100 hours per week (in 2 classes of 1 hour for each student and including about 50 students).

3. A general Council meeting for the entire group on Monday mornings from 7:30 to 9:30.

The production schedule would be planned so that classes could be spread over three and one-half days of the week using Wednesday to run three lines in the Kitchen in order to equalize the production shortage on Monday occasioned by the Council meeting. The details of the plan would have to be worked out by the Education Committee if Council approved the general idea. The Monday Council meetings would be in addition to the regular Friday night meetings and considered part of the education program.

After some discussion of the various angles of this problem it was moved and seconded that we retain the equivalent to our present force on our payroll and use the surplus time above production needs in an education program as recommended by the Education Committee. This work to carry on until March, 1931, unless previous Council action is taken to discontinue it. Carried unanimously.

Moved and seconded that we use two hours each Monday morning, beginning November 17th, in general Council meeting until further notice (this time to be considered part of the education program as outlined). Carried unanimously.

The next order of business was a report from Mr. Wm. P. Hapgood about his visit to Llano Colony.

This report was given in two parts, roughly, and followed by definite recommendation for future activities of ours with regard to giving assistance to the colonists.

1. The physical condition of colony holdings, the natural beauty of the surroundings, including woodlands and forests, and a good road running through rolling land.

The means of raising the colony standard of living is possible through development of certain industries within the colony and an exchange of products through sale outside the colony. It seems that the colony cannot be self supporting on internal production for home consumption alone.

A particular industry which might be developed considerably in this regard was the Veneer Plant where crates and hampers are made. Resources within the colony would provide everything except, perhaps, nails and wire. There could be a market developed for the product and long distance shipping was possible. With labor and raw material available there only taxes need be paid plus the few supplies not on the colony list. The big need was to develop leadership and provide capable management.

Other industries which might be developed for a more local market were—ice plant, laundry, garage and store.

These things were mentioned as the means by which an advancement in the physical welfare of the colonists could be obtained.

2. The personality of the general manager was described in some detail. A vivid portrayal of the dual characteristics observed showed that there was a distinct difference in the approach to problems when in a crowd or before a group meeting and when considering such problems alone.

Certain functions of group management were being handled unusually well because of temperamental qualifications which fitted the need—especially in the field of keeping up the spiritual interests of the group in co-operative living.

Certain other functions of a detailed business management nature were being handled rather badly because of temperamental disqualifications for that type of leadership, or perhaps were due to lack of time and energy to devote to that phase of colony activities.

3. As a result of observations made Mr. Hapgood had decided to offer the colony certain definite terms which were to be agreed upon by the Board of Directors, and also by the colonists as a general body, and accepted in writing or else we would withdraw our offer of assistance. These planks—subject to approval by our Council were as follows:

1. That we take hold of two sides of the colony activities and attempt to help build better management for them.
   a. Financial—we to control all finances for the colony while we are working there.
   b. Productive—we to help build up certain productive enterprises.
2. Agreement by the colonists to limit the use of funds received from outside sources for Llano to the use of Llano, and the exclusion of starting auxiliary colonies until Llano is on a self supporting basis.

If these terms are agreed to we suggest sending two people from our accounting department and two people from our production department to assist in the work of building up these activities. An alternate system could be

worked out whereby one from each department would go and then those two would alternate with two others after a period of time.

Expenses for traveling and living arrangements are to be borne by the colony and we will make no charge for the salaries of the people involved. Our representatives are to be given the choice of residence—either in Leesville, La., or at the colony. If these terms are agreeable to the colonists and they accept them in writing we can then proceed to make further arrangements.

After full discussion on all the points covered it was taken as the sense of the meeting that the report, as outlined, met with the approval of Council. Later developments will depend on word from the colony.

A brief report was made by the Education Committee in regard to the Open Forum meeting to be held at the plant from 12:30 to 2:00 P. M. on Thursday, November 6th. Howard Y. Williams, Executive Secy. League for Independent Political Action was to address the group on "Wanted—a New Political Alignment."

It was moved and seconded that we approve the action of the committee in arranging this meeting. Carried unanimously.

The meeting stood adjourned at 9:15 P. M.

Regular C. C. Meeting, Friday, Nov. 7

The meeting was called to order at 7:00 P. M. and the minutes of the previous meeting were summarized.

The chairman reported that the fund being raised through voluntary subscription to liquidate the loan of $167.00 owned to the Credit Union by Otis Sandefur had reached $105.00 paid in and an additional $11.00 was promised for payment next week. A few people have not had a chance to contribute to date but it is hoped that the balance of $43.00 will be raised shortly. The tickets turned over to John Thomas to be sold for the benefit of Spanish War Veterans had been disposed of and the money turned in.

The first order of business was a report from the Education Committee submitted by Dorothea Nord Holt. This concerned the phrasing of a motion regarding our Health program as it relates to the care of dependents which Council had asked the committee to undertake following a discussion of this question in a recent meeting.

The Education Committee recommends that the following resolution be submitted to Council at its next meeting. The resolution deals with the way in which the Health Department shall handle the cases of dependents which are brought before it in future.

"That our complete health program shall automatically apply to those dependents of all salaried employees who receive any or all of those payments called marriage differential, children's differential, or assistance because of special needs.

"Salaried employees who do not receive such differentials or assistance for special needs may, on application to the Needs Committee, receive the assistance of our health program if that committee approves."

Definition of Dependents

(1) A wife not gainfully employed and supported by her husband who is a salaried employee of the company.

(2) A husband not gainfully employed and who is supported by his wife who is an employee of the company—provided such husbands are incapacitated.

(3) The children of salaried employees of the company who are under the age of 16.

(4) Adult sons and daughters of brothers and sisters who are physically incapacitated and who are recognized as dependents of salaried employees through action of the Special Needs Committee.

(5) Parents not gainfully employed and supported by their sons or daughters who are salaried employees of the company and who are recognized as dependents through special needs.

(6) Brothers and sisters under the age of 16 not gainfully employed and living with salaried employees of the company and who are supported by such employees and recognized as dependents through special needs.

(7) Individuals related or not related to salaried employees of the company and living with them may be given the assistance of our health program if the Needs Committee recommends and Council approves and they are recognized as dependents through special needs.

After a long general discussion during which a number of questions were raised it was decided to vote on the recommended motion first and then to discuss each of the seven definitions separately for inclusion or exclusion.

It was moved and seconded that we accept the recommended motion concerning Health care for dependents. Taken to a vote there were five opposed and ten undecided with the balance in favor. After a little further discussion another vote was taken which showed six opposed and five undecided with the balance in favor. Inasmuch as this was a heavy majority the chairman declared this vote as final.

During the discussion a question was asked as to whether or not any person granted the privilege of health protection for a dependent under special needs for a specific case would be an automatic recipient of such care after the first action.

There was a statement made in answer to this to the effect that if health care was provided in a special case to care for an illness of a major character under special needs it should not automatically include other dependents for care of a casual, minor nature and should not be effective indefinitely but only as long as the particular need was apparent. This method seemed to meet with general approval though there was not unanimous acceptance of it.

In response to a question asked by the chairman of the Health Committee as to when this new ruling was to become effective, and what should be done about cases which are at the present time being cared for by us and which would be excluded under this motion: It was moved and seconded that such cases be referred to the Needs Committee for consideration and a recommendation brought back to Council concerning them. Taken to a vote this motion was lost. In explanation of opposition to the motion it was stated that anyone who needed assistance had the privilege of presenting his own case to the Needs Committee for consideration.

It was moved and seconded that the new rule concerning Health protection for dependents be effective as from tonight. This motion was carried.

Following this each of the seven definitions for dependents included in our health program automatically were discussed separately and accepted singly on properly supported motions. The first, third, fourth, fifth and sixth clauses were accepted by unanimous votes. The second was carried with one opposed. The seventh was carried with six opposed.

An eighth clause was asked for to meet a type of case not covered in the committee recommendation. This had to do with equal incomes received as salaries but on different basis. Under a carry-over from our former method of payment some people are receiving as straight salaries the equivalent to exactly the same as others are getting under a combination of minimum salary plus differentials for marriage and child allowances and are caring for a like number of dependents. The inheritance basis, or straight salary recipient would be excluded from health protection for his dependents on the automatic basis under the new rule.

It was moved and seconded that salaried persons receiving straight salaries inherited from our former method of payment which are the same in total as those received under marriage differentials and child allowances, and are responsible for an equal number of dependents, be granted the same health protection for their dependents as is granted to recipients of the differentials. The motion was carried with five opposed.

As an outgrowth of this discussion it was asked that we place on the agenda for future discussion the matter of what should be the basis for payment of the payroll dividend when such is declared—should it be on the straight salary or total salary or on the minimum salary for those receiving differentials as at present.

Following upon Mr. Wm. Hapgood's suggestion to Llano colonists as reported at the last council meeting the colonists in open meeting, and the board of directors of the colony in executive session, had discussed the proposition which was offered to them by us and both bodies had agreed to accept our offer to help them solve certain of their problems of management and production. A letter received from Mr. Geo. Pickett, General Manager, stated this acceptance but failed to state the terms we offered our assistance **upon.**

It was agreed that we should write to the colony stating our terms definitely and getting written agreement to them before anything further could be done. Three specific planks to be agreed to were:

1. Supervision of colony finances by us so long as we worked with them.

2. Supervision of certain productive activities.

3. Funds solicited in the interest of Llano to be used for the development of Llano alone and solicitations for assistance of any kind through the columns of the Colonist be limited to activities located in New Llano during the time we may be working there.

After general discussion as to terms under which people from our group

should go to the colony and what sort of alternate system might be worked out it was suggested that four persons be chosen—two for production and two for accounting purposes. That all four go to the colony together at first to start the work. That two then return to Indianapolis and alternate later with the two left at Llano. Mr. Wm. Hapgood would be subject to call for assistance as much as his time and strength would permit. That if those chosen were married and wanted to take their families along that would be privileged. Choice of residence could be either in the colony or at Leesville, La. As to time of going—it would be dependent upon written acceptance of terms first and then arrangements made as soon as possible.

Traveling and living expenses would be borne by the colony but no charge for services of the people sent would be made by our company. If possible the traveling would be done by automobile in order to lessen expense.

Mr. Wm. Hapgood was asked to write a letter to Mr. Pickett explaining this discussion and submitting our terms of agreement.

Four men were named as candidates to go to Llano. These were Albert Hines and Arlie Mvers, production; Kenneth Lucas and Homer Shelley, accounting. Since the choice was new to all of them only preliminary discussion was entertained. Each of the men asked for time for further consideration and consultation with their families. Later reports will be made on this matter soon.

At this point the visitors of the evening were introduced to Council by the secretary. These were Dr. Wm. Leiserson, Antioch College (Economics); Bishop Paul Jones, Antioch College; Dean Hanchett, Antioch College; Dr. V. Orville Watts, Antioch College (Economics); Miss Alice Gannett, President Consumers' League of Ohio (Cleveland); Miss Elizabeth Magee, Exec. Secy. of Ohio (Cleveland); Miss Grace Meyette, Industrial Secy. Y. W. C. A. (Cleveland, Ohio); Miss Alice Page Converse (sister of Mrs. Wm. Hapgood); Mrs. Wm. P. Hapgood; Miss Amy G. Bruce, General Secy. Y. W. C. A. Indianapolis, and Miss Anne Wittenbraker, Industrial Secy. Y. W. C. A. Indianapolis. The Antioch College men and the Consumers' League women had been guests at the plant during most of the day watching productive processes and listening in on committee meetings, classes and conferences, etc. They were all welcomed and invited to return again whenever they could.

Howard Herner, chairman of the Health Committee reported a recommendation from the committee concerning Dr. Louis Burckhardt. It was recommended that Dr. Burckhardt be placed on salary as of today irrespective of his health examination report. This was based on careful investigation of all phases of the case and chief emphasis was placed on the value of his services to the company.

It was moved and seconded that we accept this recommendation. Carried unanimously.

Dorothea Nord Holt reported for the Education Committee that it was decided to invite the Russian Students to come in two groups of three each. The first group will be invited to come in January, 1931, to stay for six months and the other group will follow for the second six months. Jack Evans had been asked to write to the Amtorg Trading Corporation giving them this information so that proper arrangements can be made.

The meeting stood adjourned at 10:10 P. M.

Regular C. C. Meeting, Friday, Nov. 14

The minutes of the last meeting were read and approved. The first matter of business was a discussion of the need for consolidation of the three present systems of ownership which exist at Llano Colony into a single unit. It had been explained that to follow such a course would reduce the difficulty of bookkeeping to the very minimum. Several expressed the desire that this should be done before we give any assistance to the Colony. It was agreed upon that we urge the Colony to adopt the above mentioned course and that we make our offer of assistance to the colony contingent upon acceptance of the proposal.

The request had been submitted to the Company for assistance to the striking textile workers of Danville, Va. The committee dealing with the donation of goods had recommended that all the available surplus goods now on hand be sent to the strikers, but it was explained that it did not have the authority to spend money on the transportation of such goods. A motion was moved and seconded that we prepay all transportation charges connected with sending these goods to the striking textile workers. This was carried unanimously.

A report was made concerning the situation of Henry Rippe and the Russian Canning Commission. A letter had been received from the Amtorg Trading

Corporation of New York in which it was stated that Mr. Anger had left this country in such great haste that he had found it impossible to give an adequate idea to his associates at New York of the negotiations and contracts into which he had entered during his stay in this country. The Amtorg Corporation advised that we get in touch with the Russian Canning Commission at its Moscow headquarters. In reply to a question concerning the nature of the tentative contract outlined for Henry, it was stated that he had asked for a salary of $300.00 per month together with certain protections regarding his own and his family's health. George Gregory asked the question of why the amount asked for was so much in excess of what Henry is now being paid. In reply Henry stated that he would be subject to a great many and varied expenses during the trip to Russia and that his wife's health was a considerable liability to him to be thought of in connection with this matter. A suggestion was made that the Columbia Conserve Company acting in behalf of Henry should ask the Russian Government to pay Henry the same salary he is now drawing from us plus all traveling expenses connected with his trip. It was felt by some that in addition the Russian Government should assume all expenses connected with the health of Henry and his family; discussion centered around this matter for a considerable time. It was finally decided to refer this matter to Dr. Burckhardt and that he be asked to set a figure which would be a reasonable one to cover the possible cost of medical services for Mrs. Rippe and the child while Henry is working for the Russian Government. It was agreed upon that the Russians be asked to pay this sum as part of the obligation which they would owe to Henry in return for his services. Jack Evans was instructed to write the Amtorg Corporation outlining the terms which we would be willing to accept with regard to the transfer of Henry from here to Russia.

A letter of application from a Japanese student now located at Detroit was submitted to Council. It was explained that this man—Yoshi Otsuka—is the son of a fairly large industrialist in Japan and that he is in this country seeking industrial experiences both in capitalistic and cooperative industries. At the present time he is working for the Ford Motor Company.

It was felt by many people present that Mr. Otsuka might profit greatly from his association with us and might in turn confer benefit upon workers with whom he becomes associated when he returns to his native land. It was moved and seconded that we offer employment to him on a wage basis for a period up to the first of March, 1931. This was carried unanimously.

The application of Alfred Erlougher was again entertained by Council, and Jack Evans summarized the contents of his original letter of application together with his second one which had come subsequently.

Mr. Erlougher seems to have had a considerable experience in clerical work and various kinds of sales work. He is a young man of almost thirty years of age, married but has no children. It was stated, however, that he had considerable responsibility towards his own and his wife's family and that he would need an income of $40.00 or $45.00 a week in order to meet his obligations. He had expressed a desire to join the Columbia Conserve Company because of an interest in our methods of procedure, and he was recommended by Frank Eustis as being a desirable person to take into our employ. Several people spoke about the application and the possibility of Mr. Erlougher making a good man for the Sales Department. The suggestion was made that the case be referred to the Sales Department, with the instruction that they should discuss it at their next meeting and bring a recommendation to Council. This suggestion was accepted by general consent.

A report was made concerning the fact that Jeanne Bassett, an Antioch student, had worked for us for five weeks during which time she was under eighteen years of age. It was explained that an error had been committed by the Antioch College authorities in sending Jeanne here and that they had expressed appreciation of our allowing her to work the eight hour day provided by law for minors rather than send her back to College for the five week period. It was explained that Jeanne will be eighteen years old when she next returns to us and no difficulty will arise in her case after that time.

The question was asked by a member of Council as to whether the company should bring pressure to bear upon our employees in order to get them to pay their outside creditors. Ted Probst related the experiences which he had gained during the day in which he told Council of a difficulty he had encountered in selling a grocer Columbia soups under the Perry label, because this grocer had had unfortunate experiences with one or more of our employees concerning the

payment of their bills. Jack Evans stated that the practice of not paying bills was confined to four or five people in the organization and that everything was being done to get these people to see their obligations in the proper light and meet them but present methods were not always successful in bringing about the desired result. In connection with this it was moved and seconded that when a debtor is called to our attention that his case be referred to the needs committee for investigation and that a recommendation be brought to Council by that committee concerning him. This was carried unanimously.

An effort was made at this meeting to gain a clear understanding upon the subject of when and under what conditions shall we pay two weeks' salary in advance in the case of people who are released or who resign from our employ. An explanation was given of the present rule and of the way in which it works, and a suggestion was made that each case be decided separately but that no promise be made before hand that any individual be paid the two weeks' salary in advance. A further suggestion was made that we make payment in all cases but that we withhold same for a period of ten days or two weeks during which time each member of the organization would have an opportunity of challenging the right of any individual to receive this payment. It was moved and seconded that this period be made a definite one of fourteen days, and if within that time no challenge is made against the name of a worker who has resigned or is released the bookkeeping department be instructed to pay the two-weeks' salary. In the event of anyone wanting the money immediately upon leaving the company it was explained that such a worker could have his request placed before Council and a decision reached at the next meeting. This motion was carried with two opposing votes; one person expressed himself as being undecided in the matter.

A report was made by the chairman dealing with the theft of $40.00 from the company grocery store, which took place during the week end of the Hallowe'en party. The disgust of Council was very freely expressed against such conduct and further it was stated that effective supervision should be exercised by each one of us in order to apprehend such thieves. Secondly, the thought was expressed that we should improve our present method of keeping watch upon the property.

Bert Hines stated that the loss of goods from the back platform had taken place recently and that he felt keenly the need for some provision to be made against the continuation of such practices. It was felt by everyone that the only means that we could employ in order to reduce the hazard of theft was for each one to accept his own responsibility in the matter and to be vigilant at all times. This matter is to be discussed again at an early date.

Wm. H. Hines reported to Council that the company had been offered a five acre lot adjoining the plant for the sum of $8,000. Several members of Council expressed themselves as feeling that the lot was an important consideration for us because of its proximity to our plant and the possibility that we might need this land for building purposes or as an outlet to the road at some time in the future. Council reasoned that there was no great hurry in connection with this matter and decided to adopt an attitude of watchfulness so that we are given at least the same opportunity to purchase the property as anyone else. It was suggested that Council authorize Howard Herner and W. H. Hines to keep their minds on this subject and to watch negotiations as closely as possible. This was carried unanimously.

Meeting adjourned at 9:45.

Special C. C. Meeting, Monday, Nov. 17

It was decided, as the first matter of business, that the attendance record of day time Council meetings be kept in the same way as is done in evening meetings and that everyone is expected to sign for himself before the meeting begins. This system is to be followed as from November 24th.

The chairman brought up the question of whether we should follow our usual custom of taking a two days holiday for Thanksgiving, namely Thursday and Friday, and work the preceding Saturday in order to make up for the Friday. The opinion was expressed that we were sufficiently well stocked with goods to enable us to take the two days off without working the preceding Saturday. After some discussion it was decided that we do not work the Saturday of November 22nd., but that we take Thursday, November 27, and Friday, November 28th, for our Thanksgiving holidays. This was carried unanimously.

Mr. Hapgood placed the resignation of Edgcumb Pinchon before Council, effective January 1, 1931, with an explanation that Mr. Pinchon had found it

very difficult to work effectively for the Columbia Conserve Company partly because of his very considerable needs and also because of temperamental qualities which he possesses. Mr. Hapgood stated that he had asked for Mr. Pinchon's resignation and that the work of carrying on the Publicity Department be intrusted to Mr. Hapgood himself until such time as a suitable person can be found to take care of it. It was moved and seconded that the resignation of Mr. Pinchon be accepted; this was carried unanimously.

In reply to a question concerning the status of Mrs. Berry, Mr. Hapgood explained that she would continue on the Co'umbia Conserve Company's pay roll until such time as he could meet and discuss the matter with her. This he hoped to do soon after the first of the year. In the meantime she is doing a great deal of work to insure the continuation of the publicity work and will, no doubt, be glad to assist in the transfer of that work from Mr. Pinchon to Mr. Hapgood.

A letter was read to Council from Mr. Geo. Pickett of Llano Colony in which he stated that he and the Colony attorney were working upon the project of establishing a foundation so that the ownership of the Colony and its assets be incorporated within a single unit. Council was reminded that the Columbia Conserve Company would only assist the colony if and when such an action as was referred to in the letter was undertaken by Mr. Pickett and the board of directors of Llano. We now await further news of progress made in the direction indicated. It was decided to discuss the relationship of Llano Colony to ourselves at our next meeting Monday, November 24th.

The chairman introduced the next subject by stating that several requests had been made to have a discussion concerning the work of the Standards Department.

The contract entered into between Mr. F. R. Shanley & Co., Engineers, of St. Louis, and the Columbia Conserve Company on June 26, 1929, was read to Council so that each member might have some idea of the purpose the Council had in mind when the Standards Department was first created. The chairman called upon Jack Evans to give an account of the work which had been organized by the Standards Department and particularly by the Standards Committee during the last 15 or 18 months. The chairman himself made a summary of his own impressions of the department and especially emphasized the experiences he had gained while working in it. He then called upon Dorothea Nord Holt to report upon the work of the department and she gave a lengthy summary of work performed in the last fifteen months and also of the ideas which were now being entertained by members of the department with regard to future work. It was explained that the work of the Standards Department was very little understood by the new people who had come into our employ during the last few months and that there was great need for the dissemination of information concerning the work of the department among both old employees and new ones. After Dorothy had made her report the chairman called for discussion in which several people participated. W. H. Hines asked several questions; one of these was—whether any new standards had been set and approved of by Council since the withdrawal of Mr. Chesney. The answer was that several new standards had been introduced and two or three had been approved during the last two months but that there was a time during the busy season when no new standards were studied or approved because of the pressure of work upon the Standards Department and the fact that the leader of the department was called away to do work in other fields for a considerable portion of the time.

Bert Hines expressed the point of view that he had felt considerable opposition to the time study department right from its inception but that he had changed his mind completely since he had seen the effect that the work of the department had had upon production. He explained his opposition as being due to ignorance and that he was now as completely for the department as he was at first opposed to it.

Wm. Hapgood in commenting upon Bert's statement said he felt that there had been opposition to the department for the reason stated by Bert, that is, because there was a good deal of ignorance as to the actual work of the department and its effectiveness.

Powers Hapgood spoke at some considerable length of the way in which he felt about the work of the time study department. He stated that the report of the department made that morning would lead one to think that about three-fourths of the time of the department was concerned with the introduction of new and better ways of doing work and that the other fourth was utilized for the purpose of individual and group check-ups. His experiences, he stated, would lead him to believe that in actual practice the opposite was true. that three-fourths of the time was utilized for check-up purposes and the other one-fourth used for mak-

ing suggestions which would lighten the labor of those people working in the plant. He expressed the opinion that there was too little being done by way of giving consideration to labor saving devices and to the invention and application of better ways of doing the work in every department. It was his opinion that we should place the responsibility upon the Standards Department of showing more inventiveness and that it show less concern about the way in which individuals and groups perform. Mr. Hapgood replied that he did not think the responsibility mentioned by Powers should be handled by the Standards Department.

It was his belief that it did not belong there and it might be wise to create another department the duty of which it would be to concern itself with the introduction of technical improvements throughout the organization.

One person expressed the opinion that discontent with the time study department was due to the fact that too little was known of the work of the department, and that the existing discontent could be removed if an effort was made to report regularly to Council concerning the activities of the department and of the standards committee.

It was stated by several people that they wished to have this discussion continued at our next meeting. The chairman gave the assurance that such a course would be followed.

Before the close of the meeting Leo Tearney asked to make a statement concerning the work that had been done by Mr. Pinchon in the Publicity Department. He asked the group not to assume that Mr. Pinchon's work to date had been ineffective. He stated that whilst the idea of having our name embossed on our cans was not a new one, it was because of the pressure exerted by Mr. Pinchon that we really got down to seeing if that were possible. Leo believed that the success of our advertising scheme was very closely connected with the name on the can and that credit should be given to the Publicity Department for having pressed for this as it had done.

Meeting stood adjourned at 9:30 A. M.

Regular C. C. Meeting, Friday, Nov. 21

Minutes of the previous regular council meeting were read and approved.

The chairman called attention to the agenda that had been posted on the bulletin board and stated that we wou'd choose from that list of subjects for discussion those that seemed most important or needing attention most immediately.

Arlie Myers asked for a report on the Paragon wage workers' situation which had been referred to the Salary Recommendations Committee. It was explained that the committee had been engaged with a great many problems relating to the Columbia during the last few weeks and it had not had either the time or opportunity to enter into the discussion of the Paragon situation. The committee was instructed to bring a report on this matter to the next regular Council meeting.

A report was given concerning changes suggested in the phraseology of the pamphlet "A Business Without a Boss." Mr. Gurley, the author of the pamphlet, had been interviewed and he had expressed agreement with the suggested changes and had stated that he would be willing to have the company, through Council or some other body, introduce those changes whenever it was thought necessary. It was moved and seconded that the education committee be instructed to bring in a recommendation for rewording the paragraphs which concerned family limitation. This was carried.

A recommendation from Dr. Burckhardt was placed before Council in which he stated that Miss Catherine Steinmetz should be placed on pension. It was moved and seconded that the problem be transferred to the attention of the Needs Committee for recommendation as soon as possible. This was carried unanimously.

The opinion was expressed again by several members of the group that we should support union labor in the matter of printing and through that support obtain the union label on all printed matter that we issued from our office. The position of Mr. Ginn was explained as being that of a small print shop owner who had no affiliation with the Printers Union but who was in sympathy with both the union and the Columbia. Several members of Council spoke of the importance of our lining up with the Printing Trade Union as soon as possible. It was decided to refer this matter, together with the matter concerning the possibility of our establishing a printing plant within our organization, to a committee composed of Jack Evans, Powers Hapgood, W. H. Hines, C. E. Franz, and Dorothea Nord Holt. This committee, of course, is privileged to call to its assistance any member of the organization (including Mr. Ginn) who can assist in solution of this problem. In support of a motion to appoint this committee several people spoke of the moral obligation that we should feel towards the support of union labor insofar as unions are organized to improve the social conditions of workers in most all industries. It was also pointed out that with regard to printing, if we co-operated with unions we should probably benefit in a business way from the fact of having the union label appear on our stationery and publications. The motion to appoint a committee and intrust it with the work of giving consideration to this matter was carried unanimously.

The question of whether we should assume the obligation of paying Mrs. Merrick the debt which an ex-salaried employee, Harry Van Devender, owed her was next brought up for discussion. It was explained that Van Devender refused to meet his obligation to Mrs. Merrick because he was of the opinion that she had been instrumental in causing him to sever his connections with the Columbia Conserve Company. The question was asked as to whether the company should reimburse her to the extent of $35.00—which is the sum Van Devender owes her—or not. It was pointed out that to do so would be to establish a somewhat dangerous precedent and most of those people who spoke upon the matter stated very clearly that they were not in favor of our assuming the position that we were in any way obligated. It was finally moved and seconded that we do not pay Mrs. Merrick the amount owed to her by Van Devender. This was carried by a majority vote.

By unanimous vote of Council the committee on committees was instructed to select a committee of fifteen people to serve as a miniature Council to reach decisions of an emergency character at such times as it might be difficult or impossible to convene the group as a whole. Such a committee would be necessary during busy seasons and perhaps at other times when we are likely to be running at high speed. Council voted that this emergency group should function only at such times as it was difficult to call Council meetings, and that decisions by it be valid only if and when two-thirds of the members of that committee were present at any meeting.

A report was made from the education committee in which the present class schedule was outlined and the method of taking time records was explained. Everyone was urged to co-operate with the committee to reduce lost time to a very minimum in moving to and from classes.

The next question on the agenda was that of, "What measures shall we adopt to meet cases of non-co-operation with the health department on the part of salaried employees and their dependents?" One or two cases of non-co-operation had come to our notice within the last several months and those had been dealt with by our health committee. The question was asked as to what our future conduct should be in the event of failure on the part of the health committee to cope with any such situation which might arise. In connection with this matter it was moved and seconded that each case of non-co-operation be reported to Council and that it be dealt with by that body. This was carried unanimously.

One of the problems that has been before Council at various times in the past is that of our present method of paying 10% bonus on salaries. Many people have felt that the basis for making this payment is an unsatisfactory one. At this meeting the matter was discussed again with a view to introducing some change. Miss Franz moved and it was seconded that instead of paying the bonus as we do now we extend it to cover the entire salary including allowances and differentials. Another proposal placed before the meeting was that we pay the bonus on all salaries with the exception of those payments made for special needs. The third suggestion was that it be paid strictly on the minimum salary of $22.00 for each and every salaried employee. In the discussion concerning this matter several references were made to the nature of the contract which exists between the employees and the stock holders and many Council members wanted to adhere strictly to the contract and continue the payment of the 10% bonus as at present.

Considerable time was taken for discussion of these various suggestions and proposals, but Council found it impossible to come to any conclusion, so the matter was tabled for a later meeting.

Meeting adjourned at 9:45 P. M.

Special C. C. Meeting, Monday, Nov. 24

The minutes of the previous meeting were read and approved.

The secretary read several letters from Messrs. Geo. T. Pickett, of New Llano; Mr. Sidney I. Foster, of Leesville, La., and Mr. E. Milton Jones, all dealing with our relationship with the Llano Colony.

Mr. Foster's letters contained a summary of a proposed plan for creating a foundation into which all Colony property, including the property of the Llano

Del Rio Co. of Nevada, would be placed. He explained that it was possible that the foundation could be created within ten or fifteen days from date of his letter, except that it would take upwards to sixty days before it would be possible to incorporate the property and assets of the Del Rio Company into such a foundation.

Mr. Pickett's letters dealt with his expansion policy, by which is meant his project, or the Colony's project, to establish another colony in Southern Texas, and Mr. Jones' letters, whilst dealing with the program referred to in Pickett's letters, was in the main concerned with expressing the need that existed at the Colony at that time to have the Columbia technicians arrive at the Colony at the earliest possible moment.

A phrase in Mr. Pickett's letter was called to the attention of Council by the chairman. This dealt with a statement to the effect that the Columbia Conserve Company's technicians would have to withdraw from the Colony in the event of the Colony members wishing them to do so. The opinion was expressed by several members of Council that we ourselves would wish to withdraw in case of disagreement between our men and members of the Colony, and it was explained that our technicians would find it difficult to be helpful within the Colony unless they had at least two-thirds of the group there actively supporting them.

Mr. Pickett's desire to expand into Texas, as evidenced by his letters, was criticized openly by members of Council as being unwise and impractical in view of the situation which now existed within the Colony.

The problem of production of material things at the Colony seems to be the great one that faces its members at the present time, and Council expressed its opinion as being that of believing that all the available resources of the Colony should be utilized for the purpose of internal development. Council registered its conviction that no expansion of the Colony outside of its present boundaries can be taken at the present time, and Mr. Hapgood was asked to write to Mr. Pickett stating our opinions about this matter and also explain our attitude towards such a proposal.

Attention was next paid to Mr. Jones' letter in which he urged that the Columbia technicians set forth for the Colony as soon as possible.

In this connection the chairman called upon the four persons who had been suggested as members of the Columbia group to go to Llano to express their feelings about the proposal of their going to the Colony.

Bert Hines expressed himself as being interested in the work of organizing production within the Colony, but that he was not anxious at all to leave his family, but was willing to go to Llano if Council directed him to do so.

Arlie Myers expressed the same view.

Homer Shelley stated that his only reason for wanting to pause in the matter of making a decision to go was on account of his wife's health, and that he was awaiting information from our doctor as to what he should do in the matter.

Ken Lucas also expressed a readiness to go, but stated that there were certain reservations that he would want to make before leaving Indianapolis.

The name of Ken Smith was suggested as a possible substitute for Homer Shelley, and in response to the chairman's request for his opinion about the matter Ken stated that he would be willing to go if Council thought that he could be of assistance at Llano. At the suggestion of Arlie Myers it was decided to include Dorothea Nord Holt in the group.

Arlie Myers suggested that the direction of the work at Llano by the Columbia technicians be undertaken as soon as possible and that after the initial period had expired, a basis of alternation be adopted by means of which two of the men would alternate with the two other men every thirty days.

Council expressed itself as being in favor of giving the group suggested the right to ask for any further assistance of any Columbians that they might desire.

The matter of organizing the expedition to New Llano was entrusted to the hands of a committee composed of Wm. P. Hapgood, W. H. Hines, Jack Evans, and the six persons who had been chosen to go to the Colony.

Before the close of the meeting an announcement was made that a local committee of the League for Independent Political Action would hold a meeting at the Athenaeum on Sunday at 8:00 P. M., November 30th.

Meeting adjourned at 9:30 A. M.

"If the lowly Nazarene should return to earth, come to our shores and make application for citizenship, he would be denied on account of the doctrine of peace and righteousness which he advocated and for which he suffered death on the cross."—Senator George Norris.

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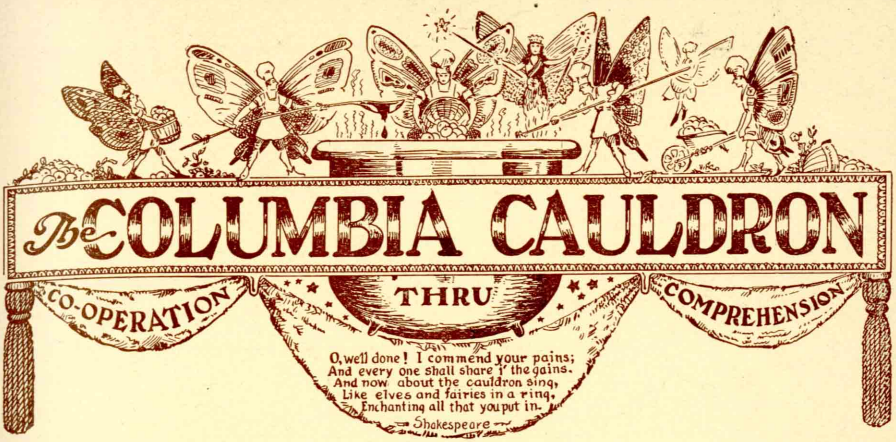
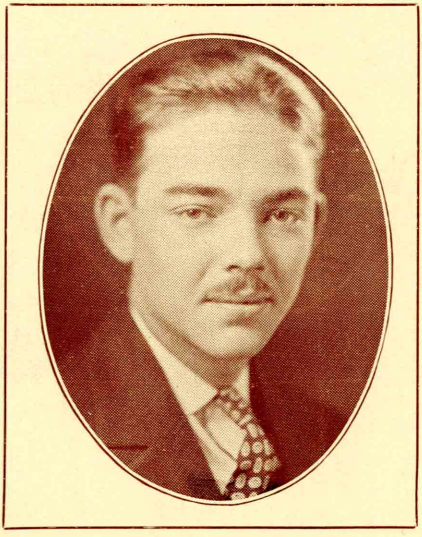

The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
— Shakespeare —

Vol. 4 JANUARY, 1931 No. 12



DR. ELERIDGE A. ELLIOTT
Health Dept.
The Columbia Conserve Company

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THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

75

AGAIN THE RUSSIAN BEAR "WALKS LIKE A MAN"

While All the World Wonders What Will Happen When He Drops to All Fours

By THEODORE M. KNAPPEN

Kipling's phrase: "The bear that walks like a man," comes to mind when Soviet Russia is contemplated. In Kipling's prime it was the manlike bear of the Czars that threatened British supremacy in the Orient, always looking hungrily at India. Now, the whole world seems to be included in the hungry purview of the bear of the Soviet Republic. Everywhere the bear arouses sinister apprehensions, even when he comes walking like a man with great sheaves of orders for foreign goods in his shaggy paws, payable on delivery. The world views the orders with greedy eyes, accepts them, solicits, plots and intrigues for more, and yet has portentous misgivings. Is it only fattening and strengthening the bear for the day when he will drop on all fours and devour horridly where he once bought suavely?

America, the greatest of the nations, forefront of the capitalistic economic system, profits more today from Russian foreign trade than any other nation. Russia has become the principal outlet for American machinery, and the Russian market is the only important one that is taking more goods from America in the depressed year of 1930 than it did in 1929. According to Soviet trade authorities the total of orders placed in America by the Soviet government through its trade organizations was not less than $150,000,000 in the fiscal year ended September 30, to say nothing of huge fees for technical assistance and supervision. Imports from Russia were only $31,000,000.

So appetizing is this business that it is becoming a colossal crowbar for the prying of American official recognition of the Soviet government out of the reluctant Hoover government. The crowbar was once applied most gently but now it is becoming something of a bludgeon. The Amtorg, the chief Russian trade instrumentality in the United States now openly, as the occasion arises, intimates, if it does not threaten, the United States with the loss of its patronage unless "normal relations" with Russia are restored.

It is small wonder that American firms which have fattened on Russian orders are apprehensive over the new proposal of the Treasury Department, disclosed as recently as November 22, to ban all Soviet goods coming into this country by means of requirements which Russian exporters could not meet. Ever since last summer when an embargo was attempted on pulpwood the Department has been at work on new restrictive measures despite the unofficial rebuke which emanated from the White House at that time. American big business naturally views with displeasure anything that may disturb the placidity of the Bear and cause him to transfer to other countries the satisfaction of his ursine requirements. Other American business interests, however, those whose toes are trampled upon by Russian imports and Russian trade policies in other parts of the world, are buzzing angrily. They vision Russian political scheming and plotting, communistic propaganda now and revolution later, as rising behind the trade front. The trade front, itself, they urge, is serious enough, because it introduces a new factor into international commerce, a species of trade in which price bears no necessary relation to costs and may be a minor consideration in the organization of collectivist economy.

The immediate cause of both the pro- and anti-Russian tendencies in bourgeois countries—as the Bolshevists delight to dub them—throughout the world is the tremendous five-year industrialization

program of the Soviets. This program calls for the expenditure of 33 billion dollars by the end of the fiscal year 1933 —to say nothing of nine or ten billions more of non-industrial—"cultural"—investments of capital. This is undoubtedly the most ambitious developmental program ever undertaken, and if it succeeds will eclipse any previous industrial advance ever made in such a period. The object of the program is to make Russia substantially a self-contained nation, with manufacturing overtopping agriculture, and with an abundance of consumers' goods replacing the present scarcity.

In the long run no socialistic government can persist in a capitalistic world unless it can feed, clothe, educate and amuse its people as well as other nations do. Fanatical enthusiasm for a cause may endure a surprisingly long time, but eventually any movement of social change will, like Napoleon's army, find that it must advance on its belly. Twelve years have elapsed since the Bolshevist revolution triumphed. The Russian people have been remarkably patient with the unique experiment that has been tried on them, but there are limits even to Russian patience. So, a program of development that would necessarily have required a very long time under an individualistic economic regime is being driven through in Russia with feverish haste, according to an elaborate and carefully worked out plan—a plan that could not even have been dreamed of, much less applied, in any but a despotic regime, in which the state and the national economy are one and the same.

This article is not immediately concerned with the political results of the fate of this huge enterprise, which commands the admiration of the world for its scale and its audacity. It is concerned with the economic consequences to the world and particularly the United States of such a great venture in construction and industry, both in the preparatory and the final stage.

A STUPENDOUS CONSTRUCTION PROGRAM

It is inevitable that any building program anywhere that calls for a capital expenditure of 42 billion dollars in five years must be of the most practical and substantial interest to the industrialists and traders of those foreign nations whose voluminous contributions of materials, machines and technical ability are necessary to the success of the work. Forty-two billion dollars is about half of the annual national income of the United States, it is about half of the entire national wealth of such a nation as France. Manifestly, considering what a poor and backward country Russia is, or was, such a tremendous expenditure of funds in capital improvements must create a capacious market for the already industrialized nations, notwithstanding every effort to have the new industrialization home-made.

Viewing the whole of Russia as a going business it is proposed to raise the value of the plant by about 33 billion dollars, the operating capital by 20 billions, the annual capital investment by 20 billions and almost double the national income by raising it to 25 billions. The prime moving power of the country is to be quadrupled in the five years, manufacturing output is to be more than doubled, capital investments in agriculture are to be increased 50 per cent. and agricultural output 55 per cent. The railways are to be greatly extended, with their traffic doubled. Construction is to be pushed up from less than two billion dollars in 1927-28 to more than six billion dollars in 1932-33. In this period the cost of living is to be decreased about 14 per cent. and the cost of construction about 41 per cent.

RUSSIA ELECTRIFIED AND INDUSTRIALIZED

The output of electric power is to be raised to 22 billion kilowatt hours—eleven times the production of 1913. Originally, the output of tractors was to have been 55,000 in 1933, and of automobiles 130,000—starting almost from zero—but the prospectus has been considerably enlarged. With a little conversational stimulus the forecast output is raised to 8,000,000 cars a day in 1938. The output of pig iron is to be trebled; of coal and petroleum, doubled; of cement and brick, quadrupled. The production of textiles, leather and rubber shoes, hardware products, tobacco, matches and many other classes of consumers' goods are to be doubled, "in order," naively states a book of Soviet propaganda intended to win the favor of American traders and manufacturers, "to provide an additional incentive to the peasants to produce a surplus of grain."

THE PRICE OF VICTORY

The means by which the 43 billion dollars of expenditures within five years are to be financed would seem nothing less than fantastic in any other country than Soviet Russia, when it is recalled that the entire national income at present is less than 13 billion dollars. Taxation—the budget system—is put down to yield something over 22 billion dollars, the nationalized industries are to contribute promised profits of about 9.5 billions, loans something over 3 billions, social insurance about 4.3 billions, and various other sources 3.3 billions. As not more than 400 million dollars are expected from foreign loans during the entire five-year period, practically the entire 43 billion dollars must be raised internally, and all but 3 billions of it must be cash.

To compare this colossal undertaking with the facts of experience, recall that the great war cost the United States 24 billion dollars and that the richest nation in the world is taking about 25 years to liquidate that sum plus interest, with the aid of 11 billions of foreign loan repayment. At present the national income of the United States is about 90 billion dollars—some seven times that of Russia—and yet we consider our taxation far too high. Directly or indirectly, on the basis of the present national income of Russia, more than 60 per cent. annually of the product of its people is to be absorbed by the scheme of industrial and cultural expansion. Actually the percentage may not be so large, because it is calculated that during the five-year period the national income will be increased 64 per cent. The proposed 9.5 billion dollars of profit from the nationalized industries is to be extracted by an increase of the annual profit from the present 6 per cent. to 17 per cent.; and the reduction of the costs of production by 35 per cent., through mechanization and the increased productivity of labor.

CENTURIES COMPRESSED INTO FIVE YEARS

To visualize the magnitude of the task the Soviet government has set for itself, it might be roughly stated that it is proposed to do in five years what it has taken England 160 years and the United States 90 years to do. In this brief period a nation that is now overwhelmingly agricultural, with 80 per cent. of its people peasants and incredibly poor, expects to become a rich industrial nation, with the output of its factories worth twice that of its farms. One purpose of the hot haste with which the industrialization program is being put through is doubtless to reduce the power and numbers of the peasants and thus get rid of the greatest obstacle to the complete socialization of the nation. With more people in the cities and in the manufacturing and other urban industries Soviet control and manipulation will be made easier.

If this amazing program were to be accomplished by a Russia entirely segregated from the rest of the world, economically as well as politically, it would be little more than an object of wonder and admiration for the people of other nations. But it has vast foreign repercussions while under way, and will have still greater if it succeeds.

In the first place, there is no possibility of the plan succeeding in five years, or in fifty, without foreign assistance in the way of materials, machinery and technical skill. In the absence of foreign loans, which to any important extent seem to be ruled out of possibility; foreign aid, in whatever form, must be paid for in cash or in very short term credits. It is therefore necessary for the Soviet government to strain every nerve to increase Russian exports. Straining every nerve not only means that the long suffering and greatly sacrificing Russian people must be held to the lowest possible point of consumption that they can morally and physically endure, but that the exported goods, wherever necessary to assure their sale, must be sold at prices that have no relation to production costs; if, indeed, it is possible to figure such costs comparably to those of other nations, under a system, whereby world gold-standard prices have no relation to internal prices.

WHEN A ROUBLE IS NOT A ROUBLE

The cost of production can be almost anything when domestic goods and materials are purchased with printing press roubles at prices arbitrarily determined by the government, which is also the universal manufacturer and merchant. There is no internal relation between a paper rouble under such conditions and the gold rouble for which products are sold abroad. As a matter of fact, whenever a paper rouble gets out of Russia it has but a value of about seven cents in American money, as against the 51.46 cents of the gold rouble.

On the basis of this relation, every dollar's worth of foreign gold or exchange that the Soviet government can lay its hands on is worth seven dollars in Russia. The margin for price cutting and dumping is so large that there is no possibility of any goods in any other country competing with Russian products, of which the government is the sole exporter.

Of course, it is to the interest of the Soviets to get as high prices as possible in view of the enormous need of foreign producers' goods and certain raw materials. But those goods must be obtained, if the five-year plan is to succeed, at any cost—to the Russian people and the foreign producer who happens to be

in the way of the program. Doubtless, the Soviets will welcome any incidental contribution their upsetting of foreign markets may make, through economic distress of other peoples, to the furtherance of their international revolutionary propaganda, but for the present they may be absolved from the charge of dumping their products for either commercial or political ulterior ends. They need the money too badly. But they need it so badly, and they have such an uneconomic price-cutting range, that they will go as far as they dare—which is as far as the favor they gain with the foreign consumer is able to offset the disfavor they gain with foreign producer.

WHAT THE RUSSIANS SAY

In their determined efforts to interest American producers in coming to their assistance, without arousing too great opposition from other producers, and the public in general, Soviet business representatives assert, with much reason, that the economic relations of the United States and Russia are largely complementary, rather than mutually antagonistic. We are, they point out, for instance, large importers of pulp and pulpwood. Why not let Russia provide them—especially as this can be done without uneconomic price-cutting? We need large quantities of manganese, which Russia can deliver cheaply and at the same time at a "normal" price, whereas domestic manganese is costly, because of inferior content of the ores. And so on. They see no reason why we cannot greatly increase our purchases from Russia, without injury to ourselves, thereby decreasing the 7 to 1 balance of trade against them, and enabling them to increase their purchases from us.

Through the Amtorg and other agencies the Soviets are carrying on an extensive commercial propaganda in which these and other arguments for extension of Russo-American trade are ably and invitingly set forth. As to the argument that expansion of trade between the two countries simply means that America is hastening, through its contributions of machinery and technique, the arrival of Russia at a point where it will need neither producers' nor consumers' goods from the United States and will be in a position to compete with American products in neutral markets, Soviet representatives give a simple answer. They say that more imported machines of one kind will mean later more machines of other kinds, and that when the industrialization reaches a certain point, the standard of living in Russia will be greatly raised and the present sacrificial restrictions on consumers' goods will be relaxed and their people will become a great factor in world trade—in which they now cut but a sorry figure, it being but one-sixty-fifth of that of the whole world, and only a third of what it was under the Czars. It is significant of the grip of the Soviet government on the economic situation and of the deprivations the people are undergoing, that four-fifths of the imports are producers' goods and raw materials.

THE OTHER SIDE

But there is another side to Russian competition with American goods, a serious side even now. While it is true that trade between the two countries is now largely along complementary lines, speaking broadly, it is in minor ways already causing distress to some American industries. American pulpwood producers are complaining of Russian competition; domestic manganese producers are complaining, naturally, if not economically justifiably. American producers of gelatin, sausage casings, matches and some other products say that they can not meet Russian prices.

Granting that by means of tariff laws and embargoes the American market can be protected against the unfair competition whose possibilities are almost unlimited, there remains the indirect effect of such competition in other markets. The European market for American lumber can, and probably will be destroyed, for there the Russians are selling without regard to economic cost, which of course must rule for the non-Russian producers. The same condition already prevails in canned goods; rubber goods of some sorts, including automobile tires; and some agricultural products, especially wheat.

While the Russian city people stand in long queues waiting for a chance to buy a limited ration of sour black bread, Russian wheat is being dumped in France, England and other countries at prices that are upsetting world markets and working great injury to wheat farmers throughout the world. The exportation of Russian wheat is only beginning now in considerable quantities, for the first time since 1913. The industrialization program calls for the wholesale rationalization and mechanization of agriculture and an enormous growth of wheat exports—with almost unlimited possibilities of price cutting, in view of the difference between gold roubles for which the export wheat is sold and the paper roubles the Russian peasants receive for it from their all-powerful government. The outside world will have to reorganize its trade regulations to meet such competition. France is already meeting the dumping of Russian wheat by fixing the amount that may enter.

A great American "international banker" when asked whether the United States should continue to develop trade with Russia replied: "Certainly, so long as there is profit in it for us." Just now the Russian export trade is exceedingly profitable for us. The prices are good and the credit risks small, under the conditions imposed. Moreover, it has been very helpful in the present period of business depression.

A deeper question than that of present profits on the goods sold to Russia is that of a certain degree of uneconomic competition at present, trifling at home but important abroad, and the sinister possibilities of such competition, should the five-year and subsequent programs succeed. It may be freely predicted that such competition will be the rule in that event. When Russia is well fortified industrially at home it will be in a position to use its exports at will as an incidental, if not primary, means of promoting its grandiose scheme of Marxing the world. Political confusion and revolt in other countries could be stimulated by the economic distress wrought by ruthless commercial penetration, and at the same time the masses that may be distressed might be offered a realistic proof of the efficiency of collectivism. Of course, the "international banker" believes that eventually the Russian experiment will crack up, and that in the meantime it is good business for American manufacturers to take all the Russian orders they can safely fill at a profit, and to multiply them by importing whatever Russia can offer at an attractive price.

But what of the future, if by our help the Russian program shall achieve victory? Doubtless the innumerable American industries, including the greatest, that are now supplying engineers, technicians, plans, machinery, and counsel to the side of that victory, have fully weighed the question.—From The Magazine of Wall Street.

Consolation

McGinty: I've a terrible corn on the bottom of my foot.

Pat: That's a foine place to have it. Nobody can step on it but you.

Saving is a simple matter. You just buckle down and make money faster than your family can spend it.—*Publisher's Syndicate.*

DO IT NOW

If, with pleasure, you are viewing any
work a man is doing,
If you like him or you love him, tell
him now;
Don't withhold your approbation till the
parson makes oration,
As he lies with snowy lilies o'er his
brow;
For no matter how you shout it, he won't
really care about it;
He won't know how many teardrops
you have shed;
If you think some praise is due him,
now's the time to slip it to him,
For he cannot read his tombstone when
he's dead.

More than fame and more than money,
is the comment kind and sunny,
And the hearty, warm approval of a
friend,
For it gives to life a savor, and it makes
you stronger, braver.
And it gives you heart and spirit to
the end;
If he earns your praise—bestow it; if
you like him, let him know it;
Do not wait until life is over and he's
underneath the clover,
For he cannot read his tombstone when
he's dead.

The thought contained in the above poem is something to keep in mind. We have all had moments in our work-a-day life when we have thought that one of our particular jobs has been well done. Quite probably we were to profit by no immediate material gain. However, this fact could have been somewhat overlooked if the fellow higher up would have given us some word of appreciation instead of a grunt reminiscent of a prehistoric Indian.

Remember, you may be the fellow "higher up." If your employee does good work—let him know about it as quickly as you would about any poor work he may do. A compliment now and then doesn't hurt either the giver or recipient. A kind word in a business association is the cheapest thing you can part with—and it undoubtedly will return to you with interest.

Remarks the *Stamford Advocate*, "No wonder the meek shall inherit the earth. The fix it's getting in now, you couldn't wish it on anybody else.

On being interviewed the chap at the end of the bread line explained that he voted for Hoover because he was going to abolish poverty.

THE COLUMBIA AS SEEN BY A WORKER-STUDENT

The material benefits that a worker at the Columbia receives—good pay, steady employment, medical care, vacations with pay and old age security, seem, in the minds of many with whom I have talked, both in and out of the company's employ, to be the most important item in the Columbia program. Certainly a large part of our lives are bound up, necessarily, with material things, and especially at a time like this when the worker in general is faced with a host of material problems, growing out of the absence of these very material benefits that Columbians receive, it would be most unintelligent to undervalue such benefits and securities. However, important as they are, they are not in themselves what makes the Columbia, to my mind, so significant. Many of these benefits are found, in one form or another, in various industrial plants.

The unique, the important factor in the Columbia is undoubtedly the democratic ownership and control, with all the resulting implications. Democracy is something which welfare capitalism, by definition, cannot have.

A few weeks ago a statement was made by one of the Columbia leaders that we had achieved liberty, approached equality and had fraternity coming, though yet a long way off. It was the last part of the statement which interested me most, for I felt at the time, and later consideration has strengthened my views, that the leader greatly underestimated the existing fraternity. Several examples which illustrates this point come to my mind. When leaders and technicians make themselves so much as one with the rank and file workers, in the dressing room, during the noon hour, and at various social functions, that it is impossible to tell which is leader and which rank and file worker, then certainly a good degree of fraternity has been achieved. Further, fraternity of perhaps a more important type is seen when leaders show to workers on the job such consideration in the way of concern as to whether the work is too hard, too heavy or too hot, as he himself would like to be accorded if a worker. This type of fraternity is not, of course, confined to leaders and technicians. The worker who wishes to give a second chance to a worker who may have been guilty of negligence, and votes so because under reversed conditions he would like to have been so treated; the worker who offers, in a spare moment, to relieve a worker whom he sees on a difficult job; even the worker who helps another push his heavily loaded wagon along; all these have achieved a genuine fraternity.

Another thing of great importance which industrial democracy, as exemplified at the Columbia, gives to the worker is the feeling of control over his own life. Conditions and technique are all subject to his control, approval and improvement. His life does not consist entirely of doing what he is arbitrarily told, without making reply, or reasoning why. After a few months at the Columbia, one becomes so completely accustomed to this that he fails to realize its value until he sees examples of arbitrary, autocratic unappealable authority elsewhere. Then the "reasonableness" or "naturalness," as well as the great importance of the Columbia plan is brought home to him. The country gives lip-service to ideals of freedom, democracy and self-government. Yet in industry, autocracy and government from above, rather than self-government, rules.

Still another factor in the Columbia scheme that results from democracy is interest in the affairs of the concern. This is connected, no doubt, with the feeling of control of one's own life. In a comparatively short time, through attending Council meetings and with talking with fellow workers, the worker who is at all intellectually alert and socially conscious comes to have an interest in the welfare of the whole business. Then inefficiency in any department becomes a matter of personal concern to him, and its correction a matter that calls for his thought. A few weeks ago, after the noon whistle had blown, a certain worker approached me and asked if a certain overflow of water, which she had noticed, was not a waste, and if it should not be shut off. It so happened that the waste was apparent, rather than real, and her question came as the result of her incomplete understanding of the equipment of the department in which she thought the waste was occurring. This was quite understandable since her work would never take her into this department. It was significant, however, that she felt this responsibility for correcting what she had thought was the neglect of a person in another department. Similar evidences of such interest could be given indefinitely, I think. Such incidents spring, of course, from the slow, perhaps unconscious instilling of the worker with the idea that he or she is an integral part of the business and that both self-interest and group loyalty demand that the plant be as efficient as possible.

The feeling of a social responsibility to the world at large which is evidenced at the Columbia should be a natural outgrowth of, if not an essential part of industrial democracy. Aid to striking miners, to industrial concerns with liberal labor policies, the feeling that we ought to keep on a certain number of wage workers during the depression, not only so that we might educate ourselves, but also to help out as much as we could the unemployed, all show that the Columbians can see further than the factory walls and further than their own immediate selfish interests.

I have been impressed at various Council meetings by the relatively calm and deliberate way in which new light on any subject under discussion would be given and received. The extent to which intelligence overruled emotion (an important item for any democracy and one too often lacking in many democracies) and the extent to which justice overruled self-interest, give me greater confidence in industrial democracy.

Some things which have come to my notice indicate certain problems still to be solved. The small number of persons who, in general, take active part in Council discussions, at first seemed to me to indicate that a small group only were interested in and participating in the governing of the business. Since then I have seen more participate and have come to understand why some who otherwise might, do not. Some do not take an active part, it would seem, because of inability, real or imagined, to speak in public; others because of a lack of knowledge of parliamentary procedure. These are very real difficulties which might be overcome in time by an extension of the educational work to include these subjects.

Some are reticent about speaking for fear that opposition to leaders' views will result in ridicule. I have seen very little justification for this point of view. There may have been instances of such ridicule in the past. If so, it was obviously undesirable.

Another reason given for non-participation is fear that opposition to leaders is dangerous to one's job. This evidences clearly a total lack of comprehension of the whole scheme of things, and brings me to a related but slightly different problem.

Certain workers seem to have very little comprehension of, or interest in the social program of the Columbia. To them it would seem the Columbia is little different from other concerns. It is easy to understand how workers who have worked long in capitalistic industries should find it difficult to understand a very different type of organization, and should feel, for instance, that after all, security of job cannot exist. Getting such persons to understand, to feel free to discuss anything they want (this again, of course, runs entirely contrary to their whole training in capitalistic industries) is a matter that, clearly, cannot be accomplished in a short time. I judge from what I have heard that progress is being made in that regard by such agencies as Council, committees, classes and through general conversation and observation on the part of the individuals.

M. HANDSAKER.

CURRENT EVENTS

By the Man In the Street

Roger Babson says that the present depression will be corrected as soon as mass consumption can catch up with mass production. "The necessary stimulant, the infallible cure, is advertising. It is our hope of making mass production our economic salvation instead of the dynamite that may wreck the world. Let us not overlook the grief that attends mass production without mass consumption. It may well temper any easy assumption that we shall pull through if we trust to luck. I prefer to trust to advertising."

Being a famous statistician of course Mr. Babson knows what he is talking about. But—well, even if effective advertising creates the desire, can it also create the cash to consumate the sale?

* * *

Says Earnest Elmo Calkins, nationally known advertising expert: "In spite of all the graphs and charts and statistics the problem is not an economic one but a psychological one. People do not buy goods, not primarily because they do not have the money, but because they have been told that business is bad."

Who told 'em? Not the newspapers or politicians who have been preaching Pollyanna prosperity ever since November, 1929, the Republican Party not even finding it out until November 4, 1930. It has probably been their pocketbooks. Money talks, but a lack of money speaks even louder.

Apparently all business men need do is sit around and repeat persistently, the more persistently the better, "Every day in every way business is getting better and better." It must be nice to be an expert and thus able to ignore charts, statistics and facts. However, ignoring facts doesn't change them. And the fact remains that the average income of the average American is only $1,500. It is just possible that may have something to do with the trouble.

* * *

One man with an income of a million dollars and nine men with an income of a thousand yields an average of $109,000, which shows that averages mean nothing. Nothing—except that if the average income of American citizens is $1,500, with only 2 per cent. earning over $5,000, it means that literally millions are trying to exist on less than $1,200 and less than $1,000 a year. These millions, not to mention the millions of unemployed and the other millions working from one to three days a week, might be a good place for Mr. Babson and Mr. Calkins to try out their theory. "Buy Now!" With what?

* * *

We are told that our trouble is too much of everything, too much money, too much idle money—and that idle dollars make idle men. Well, who has this idle money? Not the average American with an income of $1,500, nor the 98 per cent. of our people with incomes less than $5,000. Who has it then? Evidently it must be in the hands of about 1 per cent. of our people. And why is their money idle? Maybe it is because they can't eat but four meals a day or wear but one suit of clothes at a time. But whatever the reason if there is to be any blame attached to anybody for idle money, about 98½ per cent. of our people can plead not guilty—and without any fear of committing perjury.

* * *

Says Sherwood Eddy in an article "Russia Making Rapid Progress" in the Chicago Herald and Examiner, "The 1933 goal is the achievement of a real wage increase of 70.5 per cent. in five years, which means the lifting of the real purchasing power of wages to a level of 108.9 per cent. above prewar levels."

Our politicians don't think much of Russia but to the average patriotic American that doesn't appear such a bad idea. A 70 per cent. increase here would raise the average wage from $1,500 to $2,550 a year. And say, wouldn't business hum? These wouldn't be idle dollars. They'd go for shoes and ships and sealing wax, yes sir, and soup.

* * *

Comments the Scripps-Howard newspapers, "The great danger from Russia is economic competition, according to Congressman Fish, though it was only a few years ago that Charles Evans Hughes described Russia as an economic vacuum."

An economic vacuum. Of course the average man hasn't the brains of a great statesman like Mr. Hughes but that does seem like a peculiar way to describe a country carrying through a thirty-two billion dollar industrialization program, the most stupendous undertaking in the history of the world.

* * *

Our politicians keep repeating, "As to Russia we shall continue our policy of non-recognition as formulated by Mr. Hughes." Evidently the Ford Motor Car Company, the United States Steel Corporation, the General Electric Company and the International Harvester Company must put that non-recognition policy in the same category as the economic vacuum theory for they have recognized Russia to the extent of doing millions of dollars worth of business with her.

Take your choice: brainy statesmen like Mr. Hughes, or the silly business men who manage U. S. Steel, General Electric, International Harvester, etc.

* * *

Nearly a thousand dollars in the bank. A wife, not very well, and two small children. The father and husband out of a job. Idle for the first time since the world war. That was eleven months ago.

Frantically tramping the streets for work every day for months. Hope in the morning, despair at night. The savings steadily dwindling. The fear of charity.

And now a painful stomach disorder diagnosed as a nervous condition. Medicine can't do very much for that sort of thing. . . .

The doctor says he must stop worrying.

* * *

In an address at Barmouth Lloyd George said that, "Except for the dole, we would have had a revolution long ago." And in an address in the United States Senate, Senator Thomas in discussing the demands of the 500 farmers in Arkansas, said, "Administration leaders are apparently insensible to the extent of distress throughout the country and are unaware of the near state of revolution that exists in many sections of the drought-stricken area."

Some argue that a hungry man is a potential criminal. However, most people would feel that society was criminal for permitting any man to be hungry, especially in the midst of plenty. Let all of us always remember that poverty isn't pleasant, and that hungry men are in a hurry.

Will 1931 go down in history as the year famous for the fact that we were willing to appropriate money to buy feed for the farmer's cattle but not food to feed the farmer's family?

— — —

John T. Flynn in *Business and Ethics* writes, "For one reason or another the old order is passing in which the merchant bargained with his customer and lied ignobly in the process. He asked a big price and came down if he had to. That is no longer ethical. Now he asks a big price and sticks to it. Instead of charging one man a dollar and another two dollars for a fifty-cent razor, he charges everybody five dollars and the light of heaven shines upon the transaction."

— — —

A man laid off 25 employees thereby cutting his annual payroll $40,000. The newspapers never mentioned it. He donated $10,000 to the Community Fund—and received two columns of front page praise.

Creating $40,000 worth of unemployment he gave $10,000 with which to relieve it. The papers say he is a swell guy. Maybe he is.

— — —

Asks Stuart Chase in *Your Money's Worth*, "How many of us know that rice wholesaling at 7 cents a pound becomes puffed rice at 61 cents a pound; wheat wholesaling at 2½ cents, puffed wheat at 68 cents; corn at 1¼ cents, corn flakes at 20 cents?

Now if the farmers will just take to calling their cows Magnesia maybe the milk will become Milk of Magnesia at 35 cents a bottle—obtainable at all good drug stores. Anyway, there's another idea for the politicians to offer the farmer for the relief of agriculture.

Sue: "So Mable was married last night. Who was the lucky man?"

Mary: "Her father."

Saving Time

Irate Pa: "What do you mean by bringing my daughter in at this hour?"

Young Feller: "Well, I gotta be at work by 7:00."

A school teacher had found her class of boys reluctant in their writing of English compositions. At last she conceived a great idea to stimulate their interest—to write an account of a ball game.

It seemed that she was successful. With one exception, the boys threw themselves at the task and evolved youthful masterpieces. The backward one chewed reluctantly at his pen and was then struck by a burst of genius. When the teacher opened his paper, it read: "Rain, no game."

Mary Anne gave notice she was going to be married. Her mistress, slightly perturbed, said: "Of course, I don't want to put any obstacle in the way of your getting married, but I wish it were possible for you to postpone it until I can get another maid."

"Well, mum," Mary Anne replied, "I 'ardly think I know 'im well enough to ask 'im to put it off!"

There's no telling how long Methuselah might have lived if he had had his appendix, teeth and tonsils out, used the right brand of tooth paste and smoked coughless cigarettes.

The wise men can learn more from fools than fools can learn from the wise men.

"The next time you get drunk, I'll have you fired."

"Gee whiz, boss, that's only twenty-four hours' notice!"

Assistant: It took you an unusually long time to pull that man's tooth.

Dentist: Yes, he married the girl I was in love with.

Mistress: Why did you leave your last place, Angeline?

Maid: Because I didn't know what this one was like.

"What became of your secretary?"

"I married her and now she's my treasurer."

CREAMERY ASSOCIATION

A strike of milk drivers and dairy employees in the city of Minneapolis some years ago had unusual results. In addition to winning the strike for better conditions, the workers became concerned with the idea of finding a better way of service to themselves and to the public and avoiding the conflict and waste that was inherent in the system of milk distribution. From this beginning these milk workers back in 1919 decided the remedy was a plant owned independently, and they formed the Franklin Co-operative Creamery Association, based on the Rochdale Consumers Co-operative system, among whose cardinal principles are these:

Members are admitted by the consent of a board of directors; stock is limited to $1,000 per person; voting power is limited to one vote per person irrespective of number of shares held; a percentage of profits is set aside for educational purposes; annual dividends to stockholders are limited to 8 per cent.; the rest of the profits are distributed as the directors may apportion them, usually in the form of patronage dividends.

The Franklin Co-operative Creamery Association had a humble start. Its original capitalization was for $50,000 and its first plant was completed in 1921, eighteen wagons going out to the trade the first day. From that time on there has been steady growth.

Now it owns two splendid, modern, well equipped plants located in different parts of Minneapolis. Its present capitalization is $1,500,000, owned by 4,625 shareowners, and employs 415 persons. It does a gross annual business of $3,500,000, serving through 165 milk routs, 40,000 patrons, including homes, schools, shops and stores. It covers every section of Minneapolis and adjoining districts. Its products are milk, cream, butter and ice cream.

The business and financial stability of the institution are evident. It has paid an average of 6 per cent. dividend. To insure democratic control and understanding, monthly stockholders' meetings are held. A cost system is in operation on the basis of which complete monthly and annual reports of the cost in various departments are made. The monthly audits also make for a running audit of the business and keeps both directors and stockholders fully informed on the current progress of the business.

With its own laboratory, it is in a position to check closely so that the consumer may be assured milk of purity and of the highest quality. Its milk supply is obtained from 500 members of the Twin City Milk Producers Association, a co-operative organization of dairy farmers.

TRADE UNIONS

There is another side which is important and that is the effect on the workers employed in the institution. Their 415 employees are members of the co-operative society and are members of trade unions.

An institution such as this is by the very nature of its origin committed to collective bargaining and union recognition. Ninety-three per cent. of the employees are members of the Milk Drivers and Dairy Employees Union, which is a part of the International Brotherhood of Teamsters, Chauffeurs, Stablemen and Helpers of America. Their local union has 1,000 members, which means that more than a majority are employees of other and privately owned milk distribution companies in the city. The local is also affiliated with the Minnesota State Federation of Labor and the city Central Labor Union.

The Executive Committee of the Milk Drivers and Dairy Employees Local Union negotiates wages agreements with the President of the Franklin Creamery. The present agreement is for a two-year period. Its articles are 36 in number and cover in detail all possible conditions of employment. Its wage scale is embodied in an additional 14 articles. A few of these points may be of interest. Inside workers in all departments are paid a minimum weekly wage of $31.50 for the first 12 weeks and a minimum of $33.50 per week thereafter. Those workers required to work a split shift receive a minimum of $35.50. Many of these inside workers are women.

Retail salesmen receive $35 per week for the first 12 weeks and $37 thereafter. Salesmen on wholesale wagons receive a weekly wage of $41.50. In addition salesmen receive a commission, once a month, on sales of milk in excess of a specified amount. Route foremen receive $42.00 per week. The week consists of 48 hours work, with payment for overtime.

The agreement provides for arbitration of any controversy on any point not covered by the terms of the agreement. Under this arrangement no strike or lockout can take place. Furthermore the agreement specifically provides that

there shall be no sympathy strikes because of a strike at the plant of another company. It is interesting to note that during the ten or more years of union relationship there has never been a strike at the Franklin Co-operative Association. The president of the association is a former union man and holds a withdrawal card from the Milk Drivers Union. Under these conditions the area of disputes is narrowed because of the mutual good will and understanding that exists. The biennial agreements are renewed with such changes as experience and needs require.

The maintenance of union wages and conditions among other milk distributing concerns in Minneapolis has been one of the indirect benefits the community has received through the Franklin Co-operative Creamery Association's labor policy.

The office employees at the Franklin, about 30 in number, are members of the Stenographers and Office Workers Union. Agreements similar in character to the Milk Drivers, etc., are in effect. The remaining employees, 4 painters, 4 carpenters, 7 automobile mechanics, 7 stationary engineers, 2 horseshoers, 2 harness makers, all are members of their craft unions and are paid the prevailing rate.

The Franklin Co-operative is an institution that, over a period of years, has shown how to work harmoniously with union labor.

SOCIAL AND CULTURAL WORK

There are also social and cultural sides to their activities. At the main plant there is a fine auditorium with a seating capacity of 500. Here are held shareholders meetings, amateur theatricals, lectures, dinners and activities of one kind or another that stir the interests of the co-operators. A band and a male chorus are maintained at the Creamery. The band is composed of 33 members and the chorus of 32. Public concerts are given and these two organizations are in much demand at community gatherings of all kinds. This gives benefit and satisfaction to the community and undoubtedly increases good will towards the Franklin.

They maintain a library which is considered one of the best co-operative libraries in the country; they conduct their own evening school and send occasional employees as students for a short course, to the Co-operative Training School of the Northern States. The Franklin is affiliated with the Co-operative League of America and thereby gives aid and encouragement to other co-operative societies.

Sports of various kinds are encouraged with Creamery teams participating.

A cafeteria is maintained at each plant, where food is furnished employees at cost.

In 1925 an insurance policy on the life of every employee was taken out by the association. This policy started with a principal sum of $500 with an increase of $100 for each additional year of service until $1,000 is reached. An additional policy of $1,000 was issued in 1928, the premium of which is also carried by the association.

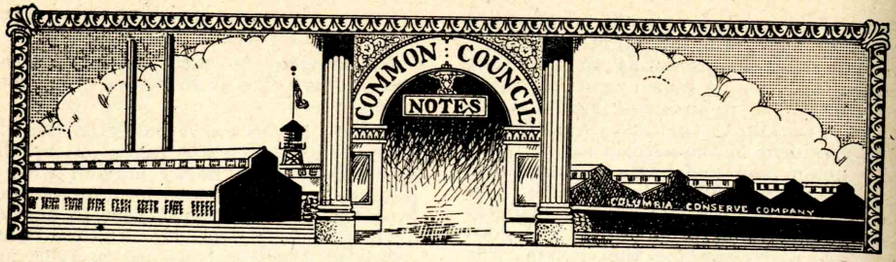
CREDIT UNION

Early in 1927 a Credit Union was organized with a few members and before the end of the year it had 350 members. Membership is open to all Franklin shareholders as well as employees. It is now the fourth largest in Minnesota with assets of $50,000. It operates in the same manner as the Columbia Credit Union and credit unions generally. It has three forms of savings for its members. First, membership shares at $5.00 upon which dividends are paid at the end of each year. These shares earned 6 per cent. in 1928 and 7 per cent. in 1929. Second, it has a form of savings known as the Christmas Savings Clubs. The time of savings for this averages from 48 to 49 weeks. Any amount may be deposited up to $5.00 per week. These credits must remain in the union until the saving period is completed in order to earn the maximum amount of interest. From 5 to 6 per cent. is paid. The first of December, 1930, there came due from this fund $20,000 of savings of which one-half was reinvested in the Credit Union. Third, another form is the regular savings account. Deposits to this can be paid at any time in any amount and interest is paid at the rate of 4½ per cent. Any amount deposited may be withdrawn at any time.

The other branch of service consists of making provident and productive loans to their members. These loans are made on most any form of collateral and on first mortgages on improved real estate.

It is very evident that a high degree of understanding of the value and purpose of the Credit Union prevails at the Franklin. In these days of high mortality among banks they realize the safety and security to be obtained in using the Credit Union for savings and the reasonable terms upon which loans can be secured by its members. At the close of 1929, they had 427 members, 395 depositors and 146 borrowers.

J. BROPHY.



C. C. Meeting, December 1

The meeting was opened with the reading of the Columbia Conserve Company's letter to Mr. Pickett expressing our view upon the contract which it was proposed the Colony should enter into with a Mr. Wendstrand of Nebraska referring to the sale of land by the latter in Texas.

The letter caused many questions to be asked about the wisdom of our sending our technicians to Llano in view of what seemed to be Mr. Pickett's insistence in following his own desire in expanding the colony. Several people expressed doubt of one kind or another which showed that there was no unity among Council members concerning the wisdom of establishing closer relationship between ourselves and the colonists. Wm. P. Hapgood replied to the criticism made of the colony by stating that the colony was one of the most venturesome enterprises in the United States, and as such, it should beckon us onward and entice us to give it whatever assistance we can. He explained that whilst we were co-operators here during the working day of nine hours for five days a week, the Llano colonists were living a co-operative life for twenty-four hours each day, and, incidentally, had gone far enough in their co-operative experiment to dispense entirely with the use of money as a medium of exchange. Within the colony there is almost complete equality in that everyone enjoys the same standard of living. He explained also that, in a sense, Mr. Pickett is a great asset to the group, but in another sense he is a menace and that his greatest fight was with himself, to discipline himself and bring himself down to earth to deal with real problems in a practical way. The colony is faced with many problems, some of which it sees and understands clearly, others of which it finds difficulty in seeing and understanding, and one of the tasks that we might have to do when our representatives go down there is help clarify in the minds of the colonists about certain of their own problems that they do not understand at the present time. Lastly he referred to the spiritual nature of the experiment and the great value which would arise because of the contact between the colony and the Columbia, and in this connection he felt that Columbians stood to gain more than the colonists. The colony he stated was in a very strategic position because it had great reserves of potential wealth and the great need which it felt at the present time is that of expert help in developing and exploiting the raw materials that it has in its possession. It was pointed out by members of Council that Pickett had had many opportunities of accepting the conditions under which our technicians would go there to assist him and his associates and that he seemed reluctant to do so. The number of people who seemed hesitant with regard to having us assist the colony was very small as compared to the whole group, and most members of the Council expressed agreement that there was mutual benefit to be gained from association between the two groups. Council had been informed that no reply had been received from Mr. Pickett to our last letter, and it was decided to wait until noon of the next day to see whether such a reply would arrive here. It was suggested that in the event of no reply coming a wire would be sent to Mr. Pickett asking him for his opinion to the last letter which we wrote him.

A ballot was taken upon the question of whether we should continue to support and assist the colony, and this showed that 116 were in favor of continuing supporting them, and six were opposed.

A letter from "The Christian Century," a liberal religious paper which is published in Chicago, was read to Council by Mr. Hapgood. It contained an urgent appeal for assistance to Grace Community Church of Denver, Colorado. Because of its urgency Mr. Hapgood had assumed the responsibility of contributing to the church from his own personal funds with the understanding that he would place the matter before Council with the hope that Council would be generous enough to reimburse him and perhaps

add to the sum he had sent to the Rev. A. A. Heist, pastor of the church.

Several people, including George Gregory and Powers Hapgood expressed their admiration for the work done by Grace Church and also expressed their hearty disapproval of the manner in which the big business institutions of Denver seemed to be persecuting both the church and its pastor because of their liberal views and conduct. A motion was submitted by Homer Shelley to the effect that the Columbia Conserve Company go on record again as being in favor of giving assistance to Grace Church and that a committee be appointed to investigate the company's capacity to render this assistance and to make a recommendation to Council as to the amount which should be given. This motion was seconded and carried unanimously. The chairman suggested that the committee on committees appoint a committee for this purpose as soon as possible.

A report was given to Council to the effect that the Danville Strike Committee had acknowledged receipt of our gift of 381 cases of assorted soups and that with this soup there were 200 more cases of vegetable soup sent to the strikers through the generosity of the Denver Federation of Labor.

The chairman announced that a letter had been received by him from Dr. Lunn of Brownville, Texas, in which the doctor sought to interest the Columbia Conserve Company in land in that section of Texas with a view to developing a fruit farm there and later a canning enterprise.

Council instructed the secretary of Council to write Dr. Lunn that we were not disposed at the present time to enter into any more ventures of the kind described in Dr. Lunn's letter. It was expressed in Council that we were doing as much as we could reasonably be expected to do to assist co-operative enterprises, and that we would have to decline Dr. Lunn's invitation to participate with him in the Brownville enterprise.

A request was made to Council that time off be allowed for the purpose of having all employes listen to an address by a representative of the American Peace Society on Monday morning, December 8th. Council granted an hour and a half following the Council meeting Monday morning, December 8th for the purpose of hearing Miss Meade speak.

Meeting adjourned at 9:30 A. M.

Regular C. C. Meeting, December 5

Chairman Homer Shelley.

Minutes of the previous meeting were read and approved.

The first item on the agenda was a report from Miss Franz on behalf of the Committee on Committees. The Committee on Committees had met during the week and in accordance with Council's instructions appointed a subscriptions and donations committee to deal with a contribution to the Grace Community Church of Denver, Colorado. This Committee consists of Josie Baker, Ethlyn Christensen, Jack Evans, W. H. Hines, and H. E. Herner. The Committee on Committees also reported that there had been some changes and additions in the personnel of the following committees:

NEEDS COMMITTEE

Lucille Burkhart was appointed to take the place of Mildred Hamilton, who had recently resigned.

SPEAKERS COMMITTEE

The Committee on Committees felt that Powers Hapgood and Dorothea Nord-Holt should be placed on the Speakers Committee because they anticipated representing the company on speaking engagements and would be better posted as to possible engagements for them in this field if they were members of this committee.

CAULDRON COMMITTEE

Because of the withdrawal from the plant of one member of this committee, Milburn Forth, the Cauldron Committee felt the need of someone to take Milburn's place. Powers Hapgood was appointed.

EDUCATION COMMITTEE

Powers Hapgood and Ethlyn Christensen, who are both acting as teachers at this time, were added to the Education Committee.

STOCK PURCHASING COMMITTEE

Walter Mullen and Mary Lipferd were appointed to this committee because of the difficulty the present committee has found in getting all the members present at any one meeting.

THE EMERGENCY COMMITTEE OR MINIATURE COUNCIL

The following persons were appointed to serve on this committee: C. E. Franz, W. P. Hapgood, H. E. Herner, Dorothea Nord-Holt, Jack Evans, Chloe MeHarry, Kenneth Lucas, Walter Mullen, Albert Hines, Powers Hapgood, Maude Malcolm,

Ruth Janitz, A. D. Myers, Leo Zike, and W. H. Hines.

It was moved and seconded that we accept the recommendation of the Committee on Committees.

After Miss Franz completed her report, the suggestion was made that we have a special council meeting next Tuesday noon to discuss the matter of our contribution to Grace Community Church. After some discussion Council decided to leave this matter until next Friday's meeting.

Mr. Hapgood objected to the appointment of so many leaders on the Emergency Committee. He stated it was his belief that more of the rank and file workers should be appointed on this committee. It was suggested that this committee be recast and that not more than ten of the committee be leaders—the balance of five be composed of the rank and file workers. This matter is to be reported on next Friday at our regular Council meeting.

It was suggested that Ethlyn Christensen be placed on the Speaker's Committee. Mr. Hapgood stated he believed Miss Christensen would be valuable to us in this field, and he also suggested that Council be on the lookout for new material for the Speaker's Committee.

The Health Committee's report was next submitted by its Chairman, Mr. Herner. The Health Committee and Dr. Burckhardt felt that a trip to Wales was required for Mrs. Evans due to her general condition. The Health Committee recommended that the Columbia Conserve Company bear the transportation expenses of a trip abroad and back for Mrs. Evans and her son, John. There was considerable discussion concerning the advisability of taking this action. Several members of Council spoke in favor of sending Mrs. Evans home, but there was some opposition. It was felt by some that to do this would be to set a bad precedent. One Council member stated that no question was raised as to whether or not we should give medical treatment to any one of our employes' dependents and that this case was no different as Mrs. Evans is considered a dependent and is in need of a special kind of treatment which no medicine can replace. Our doctor advises a trip home as the treatment needed to help Mrs. Evans. The matter of the cost was brought out. This was of no consequence, however, as cases were cited where the company had spent a great deal more money on the wives of some of our employes who had undergone costly operations, than would be needed for Mrs. Evans' trip abroad. After much discussion, a ballot was called for and the resulting vote was—58 in favor of the recommendation of the Health Committee and 15 opposed.

The Needs Committee reported that they were considering the cases of three persons, Laurence Roberts, Norman Eickhoff, and Catherine Steinmetz. The chairman of this committee stated he would bring a further report next Friday.

The next committee to report was the Salary Recommendations Committee. Walter Mullen submitted the following recommendation to Council: "The committee recommends that in order to give the group protection and to support Arlie Myers and W. H. Hines, we hire the two Day brothers, who worked for us at Paragon, and that they start work the 5th of January, 1931, and that no new additions to our wage force be made until the wage group is back to ten in number."

It was moved and seconded that we accept the committee's recommendation. This was carried.

As there was some time left before Council's regular adjournment time, and the agenda was cleared, the chairman suggested that the members of Council suggest topics for discussion from those listed on the agenda blackboard.

The laundry matter was selected, but was not discussed because of lack of time. It is to be discussed at our next meeting.

The next matter discussed was question No. 11 on the blackboard: "Should a person taking vacation after or before the vacation period be counted absent from Council?"

It was moved and seconded that no penalty or no reward be attached to any employee who is away on vacation at any period of the year. Carried unanimously.

Question No. 20: "Shall the Bookkeeping Department deduct for debts owed the company from the check of the employee after thirty days?" It was moved and seconded that after thirty days such accounts be liquidated by withdrawals from the employees' weekly check unless an employee received an extension of time from the Bookkeeping Department. Carried unanimously.

This discussion brought forth the suggestion that the Council reopen the discussion concerning the purchase of goods for employees by the company. This was placed on the agenda for future consideration.

Mr. Hapgood suggested we advertise the sale of our preferred stock in religious and liberal magazines. It was suggested that we appropriate $300 or $400 for advertising preferred stock. Our preferred stock for sale amounts to $80,000. In this connection Mr. Hapgood read a tentative advertisement under the caption of "Insure Wages."

Mr. and Mrs. Brenner and Mr. and Mrs. Blair, visitors, spoke and expressed their pleasure at being allowed to sit in at one of our Council meetings. Council extended a cordial invitation to our visitors to return again.

Meeting adjourned at 9:30 P. M.

Special C. C. Meeting, Monday Morning, December 8

The meeting was called to order by Vice-Chairman Homer Shelley.

The minutes of the previous meeting were not read, due to the fact that they had not been written up.

The first order of business was the further discussion on the work of the Standards Department. Some felt that it was unwise to discuss this matter during the absence of Dorothea Nord-Holt who is best acquainted with this department, but the chairman thought it best to have Council's opinion during her absence as Council members might feel freer to state their opinions. It was decided that we would continue with the discussion.

John Roney stated that the men had been having trouble in coming up to the rate the Standards Department had set for them on picking chickens. He felt, however, that the Standards Department had helped them in his department in several ways. One in particular was conveying the chickens from their pens into the slaughter house.

Because a number of Council members had forgotten what had been discussed in the meeting preceding this, November 17th, they requested that the minutes of that meeting be read again in Council. So the minutes pertaining to the discussion on the Standards Department were read.

Ethlyn Christensen said that a number of the women had spoken to her about the standards set for certain types of work and stated that everyone felt that it was making their work harder for them instead of helping them as she thought the department intended. She said that for example—in peeling potatoes, carrots and other raw materials, everyone tried to get the largest product in order to make their ratings come up to the standard. Therefore, there was no co-operation among the women as there had existed before the Standards Department had been installed in the factory. She also said that it made the women work under a nervous strain when they were working on bad potatoes or carrots as they have to work much faster to keep up the standard rates.

The chairman explained that the Standards Department had taken their ratings from fast and slow, old and young workers, and they thought that they had a fair standard for each type of work. They had always taken a number of studies.

Chloe stated that the Standards Department helped her in her department in placing people on jobs where they were the most efficient.

Mr. Hines said that it proved to be a great help in guilding the Production Department in judging the quality of beans, carrots, potatoes and other raw materials. They—Bert and he—could always tell when a poor quality of materials came in by the production records. If they didn't think the raw materials were of good quality they could check up and find how far below standard they really were. Therefore, the Standards Department proved to be a good deal of assistance and a very good guide for him in his department. He felt that it was a guide for everyone in the Columbia Conserve Company.

Dr. Burckhardt had made the report to the health committee that the workers as a group were in very much better condition than a year ago.

Leo Zike stated that he thought that it had not made the work in his department any harder, in fact it had made the work easier. He couldn't recall any standard that could not be reached. He stated that when the standards were not met by an individual in his department he told him about it, providing it was the individual's fault, otherwise there was nothing said. For instance, if a machine broke down, or delay was caused by another department not being able to keep the kitchen supplied with materials, then he said nothing to the men in his department.

The Standards Department's purpose is to eliminate variations in production as far as possible, but many in the group feel that the Standards Department has caused a hardship on them.

Mr. Hapgood stated that other concerns brought in these efficiency men to eliminate all the waste possible as it would help them make profits, but at the Columbia Conserve Company we are trying to eliminate these wastes for the gen-

eral good. We want quality more than haste, but we want efficiency also, and that is the purpose of such a department as we have tried to establish at the Columbia Conserve Company.

Ardeth White felt that the ultimate aim of the department was to inspire the employees to do their work better. But the most of them thought they were being driven to do more work and, therefore, could not do their work as efficiently.

Morrison Handsaker felt that certain groups of which he had been a member had been told to hurry up as they were falling below standards, and he personally felt that they were being driven.

Mr. Hapgood explained that being driven and urged to do things were two different things, and he felt that Morrison had meant urged—when he said they were driven.

Jack Evans felt that the work of the Standards Department was not understood by the group, and the only way to treat such a condition was for the Standards Committee to bring a report of their work to Council more often in order that Council might get a better understanding of the work and the purpose of same. He also stated that Dr. Burckhardt is planning a closer check up on nervousness in the cases of those people who seem to suffer from it.

Mr. Hapgood said that he felt that Council should seek information from this particular department rather than request that this department make reports of its activities. But he felt that the Standards Committee should give Council a report of all committee meetings which are held and it is the duty of Council to see that the Standards Committee makes a report of its meetings. The subjects discussed in these meetings and their decisions should be reported to Council, the same as is done by any other committee that is active in the company.

Mr. Hapgood asked the following question: "Why is it necessary for three or four girls to work in the office during Council meetings on Monday morning and who gave them these instructions, and if it was the opinion of Council that these several people should work during Council hours?"

Edna Pavey stated that the mail that came in on Monday sometimes called for immediate attention, and the office force felt that this work should be done promptly. She also stated that Miss Franz had authorized them to use the plan of alternating the four girls in the office.

It was the opinion of Council that these girls should report to Council on Monday mornings, with the exception of one girl to answer the telephone, and the chairman was instructed to inform Miss Franz that the office force was to report to Council on Monday mornings, the same as everyone in the factory.

The question was asked as to who makes the rules pertaining to the hospital? Did Mrs. Carlisle form the rules or does someone else make them? It was asked whether smoking and lounging were permitted in the hospital.

Mrs. Carlisle stated that no one had given her any authority to make rules pertaining to the hospital, and she stated that she would be very glad to have this matter decided definitely.

Meeting adjourned at 9:30.

C. C. Meeting, December 19

Chairman, Kenneth Lucas.

Minutes of the meeting of December 5th were read, corrected and approved.

A. D. Myers asked that the two brothers, Colbert and Fremont Day, be notified of the fact that they are expected to start work here on January 5, 1931. The secretary stated that he would write to the Day brothers to this effect as soon as possible.

The Needs Committee offered its report to Council through the medium of Glen Lipferd, chairman of the committee. The case of Laurence Roberts had been considered and the circumstances in his case revealed that a differential of $3.00 a week should be paid him in addition to the minimum salary, and this was recommended to Council. The committee also recommended that the company pay one-half of the $270.00 which he now owes for medical and hospital services given to his mother during the course of the last year, and that the company convert into cash his preferred stock certificate to the value of $95.00, so that he might be able to relieve himself of all outstanding debts. The committee's recommendation was accepted by unanimous vote.

The next case was that of Norman Eickhoff, a widower who was in receipt of the marriage differential and children's allowance and whose salary called for revision on account of a change in his status. The committee investigated this case very thoroughly and recommended to Council that the marriage differential and children's allowances be converted into a special needs allowance of $12.00 a week. After a fairly lengthy

discussion, Council agreed to accept the recommendation by unanimous vote.

Powers Hapgood made a request to Council for the appointment of an assistant to himself in the Reserve Department. He stated that he expected to be away for six or eight weeks after the Christmas vacation and explained that it is very necessary that someone familiar with the work of the Reserve Department be asked to take charge of it at the time that he withdraws. He recommended that George Gregory be appointed to this position. It was suggested that the matter be referred to the Salary Recommendations Committee, but Walter Mullen, chairman of the committee, objected to the transfer of these duties to that committee, stating that such duties do not belong to it.

Robert Trueblood's name was suggested as a candidate for this position and supported by several people in the meeting. The names of Laurence Roberts and Estle Goodnight were also suggested, and it was decided to take this matter to a ballot vote. The importance of the job was emphasized and the characteristics necessary for the successful discharge of the duties of leader of this department were outlined by Powers and others. Because of the difference of opinion among certain members of Council as to the fitness of some of the persons nominated for the job, it was decided that the position be one of a temporary nature and that the matter of a permanent appointment be taken up after Powers' return to the plant in the middle or latter part of February. The ballot vote showed that forty were in favor of George Gregory, forty-six in favor of Robert Trueblood, one in favor of Laurence Roberts, and three in favor of Estle Goodnight. Trueblood was declared elected.

The chairman called for a report of the Llano Committee, composed of A. D. Myers, Albert Hines, Kenneth Lucas, Kenneth Smith and Dorothea Nord-Holt.

These people had been at the Colony for two weeks and had had an opportunity of making a survey of the possibilities of co-operation between the Colony and ourselves. Arlie had been appointed chairman of the committee and he spoke first.

He explained that he could not speak in behalf of the group as a whole as there was no unanimous report that any member might make. He therefore gave Council some of his impressions, among which were the following:

That he thought the job of organizing production and distribution within the Colony to be the most collosal job that he and his associates had ever been asked to face. That there was very real need of improving the standard of living within the Colony, and that there was a considerable desire for such an improvement on the part of the rank and file. He believed also that the general manager of the Colony, George Pickett, is an exceptionally able person and is carrying a very great load of responsibility which extends from the making of decisions concerning the most important things down to the minor details within the smallest departments. He believed that Pickett was quite honest in his intentions and purposes and that he was absolutely necessary to the Colony at the present time because of his influence upon the rank and file there and his ability to "sell" the Colony idea to them as well as to outsiders. Arlie also expressed the belief that the committee had received the maximum amount of co-operation from the general manager and the board of directors as well as the rank and file at Llano, but that he felt very doubtful about Pickett's desire to have the committee continue with its work after the first of the year. He stated, however, that Pickett was desirous of maintaining a close and friendly relationship with the Columbia Conserve Company.

Albert Hines expressed himself as being largely in agreement with Arlie, but stated that he doubted very much whether Pickett and the colonists understood the conditions under which the Columbia Conserve Company promised to give the Colony assistance. Bert stated that the conditions at the Colony were such that he could not live there for any length of time and that sanitation seemed particularly bad. The best conditions seemed to him to obtain at the Rice Ranch, and he expressed the belief that a great deal more could be done at the Ranch than was being done now, and more importance should be given to that branch of the Colony's activities. He stated that he believed the attitude of outside people towards the Colony was affected unfavorably because of the conditions that obtained within the Colony, and that many of the colonists themselves were discontent with the lack of cleanliness and sanitary conditions. Bert attributed most of the difficulties at the Colony to three causes, all of which were related.

First, lack of organization.

Second, lack of financial resources.

Third, lack of coherence among members as to what should be done in the immediate and remote future.

He expressed doubt as to whether the Columbia Conserve Company technicians could be of great assistance to the group at Llano unless they were prepared to live in the Colony and become part of the organization there.

Kenneth Smith expressed the opinion that there was a good deal of difference between the attitude of the Colony towards the co-operative movement and that of the Columbia Conserve Company. He believed that the two organizations had different views upon the meaning of the term co-operation, and this was brought to his attention by several of Mr. Pickett's statements with regard to his plans for the future. Ken stated that he believed Pickett to be absolutely determined to expand into Texas and probably to other places, and that nothing we could do would prevent his doing that. Ken also referred to the matter of Pickett's idea that the Colony should not attempt to become self-supporting unless it could do so on the basis of exchanging products with other Colonies. He looked with great disfavor upon the idea of developing the Colony so that it could sell its products on the outside and make an income so as to increase its standard of living.

Dorothea stated that she was in agreement with a good deal of what had been said by the other members of the committee, and she emphasized the fact that she believed Pickett to be very determined to follow through his expansion plans regardless of the attitude of the Columbia Conserve Company. She said that she had developed a very high regard for Pickett and for his abilities, although she found that he took somewhat contradictory positions from time to time. She stated that she thought the rank and file of the Colony were very anxious that the Columbia Conserve Company should continue to send technicians to assist in organizing the Colony, but that such a desire was not manifested in the case of Pickett. She agreed with Bert that sanitary conditions within the Colony as well as discipline were almost non-existent and that a great many things could be done at the Colony if some organization were effected among the members.

Kenneth Lucas made no statement as to his opinion about the continued association of the Columbia Conserve Company with the Colony in any capacity, but stated he would give his views at the meeting of Monday, December 22. Meeting adjourned at 10:25.

C. C. Meeting, December 22, 1930

Chairman, Kenneth Lucas.

The meeting opened with a continuation of the discussion of Friday evening concerning our relations with the Llano Co-operative Colony.

Arlie Myers stated that he had come to the conclusion that a system of alternation between technicians going from here to Llano was quite impossible because of the belief he held that anyone going there to assist the Colony would have to live there and stay there all the time, so that his work might be effective. He again stated Pickett's attitude towards financing the Colony as one with which he could not agree and that it was quite different from our own method. He gave it as his opinion that the Colony had within it great possibilities, but its need now is for money to remodel its industry and for technicians to organize the group into productive units. Arlie stated that if we had such technicians who were willing to go there and live, he would be in favor of sending them to Llano.

Dorothea Nord-Holt stated that she was confident that Pickett was determined to branch out into other areas and that it would be very difficult for us to work with him and his associates if we adhered to our condition that we would not agree to such expansion.

Bert Hines stated he was fairly sure that Pickett did not understand the conditions stipulated by the Columbia Conserve Company in the correspondence that has passed between us and the Colony in the past few weeks. With this statement of Bert's, Ken Smith was in disagreement and stated that it was his opinion that Pickett was concerned with expansion and also with establishing good relations with other co-operative groups, but to him, Pickett, expansion was much the more important matter at the present time. Ken expressed the opinion that the pioneer conditions under which the Colonists were now living were necessary in order to keep the group together. Working under these difficult circumstances and being talked to frequently by Pickett seemed to provide the cement that gave stability to the whole Colony and that once those conditions were changed, Ken believed there might be very serious difficulties arise.

Kenneth Lucas stated there had been a change in the attitude of Pickett towards the Columbia during the last two or three weeks, and whilst he thinks Pickett still desirous of having helpful

and cordial relationships with the Columbia, he does not want active association with us any longer. At the present time, Ken thought, however, that this was not the attitude of the rank and file, but that insofar as Pickett dominated the group and the Colony, his opinion and attitude were much more important than that of any group of the Colonists.

One member of the committee stated that he believed much of the difficulty between persons and groups at the Colony was due to the inequality that existed within it—some members having money to purchase goods on the outside to supplement rations given them on the inside, whilst others had to be content with the common fare obtaining within the Colony.

After considerable further discussion in which several people participated, a resolution was put before Council to the effect that we withdraw all offers of assistance in the way of technicians to be loaned to the Colony until such time as the majority of the Colonists and the leaders feel that they want our assistance and ask for it and show a readiness to conform to conditions which we might at that time want to impose. This resolution was carried unanimously.

It was further decided that the committee that had been at the Colony be asked to formulate a letter giving the Colonists information about our withdrawal and the reasons for it. Arlie suggested that in view of the fact that the Colony was handicapped in the matter of financial strength, that the Columbia Conserve Company bear the expenses of the committee during its trip to and stay at the Colony. This was carried unanimously.

Council's attention was next called to the unfinished business of the meetings of December 12, 15 and 17, concerning the thefts which have been taking place within the Columbia plant within the last several months. A summary of the proceedings of the three meetings referred to above was made by the secretary and supplemented by other members of Council. A great deal of the hour following the presentation of this summary was spent in answering questions and clearing away misunderstandings that seemed to exist in the minds of some Council members as to the incidents which had led to the first of the meetings at which "thefts" were considered. Council came to the conclusion that no good purpose would be served by any further discussion of this particular matter, and attention was then focused upon what steps we should take next to safeguard ourselves against repetition of such acts in the future, and to the withdrawal from the group of such people as might be a menace to us and who might or might not be connected with these thefts.

The suggestion was made that the three watchmen be changed for three younger men who would be more alert and more concerned with the discharge of their duties. This suggestion was not discussed. The suggestion was made that each one of the three watchmen should be released forthwith on account of their non-co-operation as exhibited in their performances during the three Council meetings at which they and others were questioned. They showed marked inability to volunteer information about their own movements and about the movements of others and seemed to want to shift the blame and responsibility for their own shortcomings from themselves to others. They were charged with both lack of frankness and candor or with an amazing lack of memory. It was stated by several people that the exhibition of lack of frankness and lack of candor under cross-examination was evidence of non-co-operation, but there were several people within the organization at this time of which the same might be said, and that it would be better to treat this as a general problem rather than as a specific one referring to the watchmen. There was agreement as to the truth of this statement and Council settled down to the question of whether a committee should be appointed to investigate the fitness of certain people to remain within the organization. It was proposed that a committee be appointed to investigate the entire personnel of the organization and that this committee be armed with power to discharge any person providing the committee be unanimous in its decision. It was also stated in this motion that any individual discharged by this committee would have the privilege of appealing his case before Council and of having Council discuss it and decide upon the committee decision. Opposition was expressed to giving the committee this power and many people expressed the view that they would prefer to have the committee make recommendation to Council rather than reach decisions. The motion to appoint the committee with the powers referred to above was put to a vote, thirty-two voting for it and the balance voting against it, with one person expressing herself as being undecided. This motion was lost by a large majority.

Following this a motion was made to

appoint a committee to investigate the personnel of the group and that this committee make its recommendations to Council so that the latter body might decide upon them. Eleven voted against this motion and the majority voted for it. The motion was therefore carried.

It was decided that the Committee on Committees be asked to make appointment of members to this committee. It was also agreed that this committee be composed of fifteen persons.

It was decided that a further meeting be called at 3:00 o'clock, Wednesday, December 24.

Meeting adjourned at 12:15.

C. C. Meeting, December 24, 1930

Chairman, Kenneth Lucas.

The minutes of the previous meeting were read and approved.

The first matter for discussion was the further consideration of the relationships between the Columbia Conserve Company and Llano Colony. It was stated that a letter had been sent to Mr. Pickett under date of December 23, which was formulated by the committee which had made the survey of the Colony and which dealt with the committee's reaction to the possibility of our assisting the Colony further. The letter indicated that a more comprehensive report of the committee's findings would be written later and would be sent on to the Colony for study by its members. The question was raised of whether the writing of such a report would be worth while unless it appeared in the columns of the Colonist as written by us. It was felt by the majority of the members of Council that it would be unwise and unnecessary to write this report unless we were assured publication of it in full in the Colonist. A motion was made that the Llano Committee report be only written and sent to Mr. Pickett and his associates upon the condition that he and they express a willingness to reproduce it in the Colonist in full at an early date. It was decided to leave the matter of the publication of this report in the Cauldron to the Cauldron Committee, this committee to use its discretion as to whether or not the report appear as written or that important parts be abstracted and reproduced.

W. P. Hapgood brought up the question of his dissatisfaction with the present technique which we follow in the matter of discussing problems in Council and particularly those problems that bear directly upon individuals. He suggested that the chairman be instructed to exercise his authority to call people to order if and when they became irrelevant in their statements, and that he act more positively as a guide in the discussion of all questions, particularly those which concern persons. This Mr. Hapgood thought would effect a considerable saving of Council's time and prevent a good deal of confusion which frequently arises now. He expressed it as his opinion that the chairman should be assisted by the secretary in this work.

Following upon Mr. Hapgood's suggestion, a further proposal was made suggesting that we adopt parliamentary rules of procedure and adhere to them in all discussions. This suggestion was supported by several people. Opposition to adopting this latter suggestion was made on the grounds that it would tend to stifle discussion and thwart the efforts of those who were not very well accustomed to speaking in public. A suggestion was made that in the event of the chairman being extended the authority to call persons to order under certain circumstances, then the right should be extended to members of the Council to challenge the chairman's ruling in any particular regard. It was stated that unless this was done it was possible that the chairman at some time in the future might become very arbitrary in his ruling and would, therefore, defeat the purpose now in view. Council members indulged in a great deal of discussion about this matter, but the feeling was expressed that any arbitrariness on the part of a Council chairman would be checked effectively by the sense of Council that he was not performing his duties properly and would be removed from his position. It was finally moved and seconded that the chairman be requested to exercise his authority in directing the discussions and calling persons to order when Council is discussing individuals. A vote was taken on this motion by a show of hands, the result being that the majority voted in favor of the motion with a substantial minority being against it. The motion was declared carried.

The Contributions Committee made its report through Howard Herner, chairman. It was stated that the committee had discussed the contribution the company should make to Grace Community Church of Denver, Colorado, and that it had reached a conclusion that at the present time we should donate $250.00 to the church. The chairman of the committee expressed the committee's opinion as being that it felt the sum given in the recommendation to be smaller than it would like to make, but in view of the

industrial depression and the numerous demands made upon us from time to time for assistance of this kind, the committee would not be justified in exceeding that amount. It was moved and seconded that the committee's report be accepted. This was carried unanimously.

The Stock Purchasing Committee reported through its chairman that Leo Tearney had made application for the sale of two certificates amounting to about $500.00 of his preferred stock. The reasons advanced for this request were that Mrs. Tearney is to undergo an operation and that the money would be needed to meet expenses incurred by Leo and his family at this time. The committee recommended that Leo's request be granted. By unanimous vote, Council accepted the committee's recommendation.

Jack Evans brought up the question of changing our present method of paying wage workers during holidays and shut-downs when such wage workers had lost part of the day preceding such holidays and shut-downs. It was explained that a wage worker who lost any time on a day preceding a holiday loses also the pay that he would otherwise get for the remainder of the week, although he is away because the plant is closed. There was general agreement that some step should be taken to remove this unfair condition that is applied to wage workers. In connection with this matter, Arlie Myers moved "that all wage workers be paid for holidays and shut-down periods." Because of lack of definiteness as to what this motion meant, it was not seconded and finally Arlie withdrew it. A motion was submitted later and seconded which read as follows: "That wage workers be paid for time lost during holidays and shut-downs even though these wage workers had lost some time the day preceding these holidays and shut-downs, providing such lost time is sanctioned by the wage worker's department leader." This motion was put to a vote and carried unanimously. Ken Smith moved in connection with the above matter that Council instruct all department leaders to notify the bookkeeping department in writing if and when they grant a leave of absence to any wage worker for the day preceding a holiday or shut-down. This motion was seconded and carried unanimously. It is understood that the above two motions supersede all previous motions bearing upon the payment of wage workers. It was moved and seconded that the above motions be made retroactive to Friday, the 17th of December. This was carried unanimously.

The Sales Department made a recommendation to Council to the effect that salesmen be given the privilege of using the first three days they are in the city following a sales trip in any way that they might think fit, providing they report at the plant and to their leader immediately upon their return. The purpose of this privilege, it was stated, is to provide the salesmen, particularly the married ones with household responsibilities, with the opportunity of doing work in connection with their homes and outside business which is usually neglected during the time they are away for an extended period of time. Because of the lateness of the hour this matter was not discussed at length. It was left over for the meeting of Monday, December 29.

Meeting adjourned at 3:35.

C. C. Meeting, December 29, 1930

The minutes of the previous meeting had been summarized and were read to Council. The subject matter of the Sales Department's recommendation to Council made at the previous meeting was taken up as the first order of business. The recommendation made by the Sales Department was to the effect that all salesmen be given the privilege of using the first three days after a sales trip as they see fit, providing they report to their department leader as soon as possible after they reach the city.

Several people in Council expressed the opinion that a definite understanding about the status of a salesman when he returns to the plant was highly desirable. Others spoke in favor of the recommendation because they thought it would end much of the criticism that is often made of the conduct of various salesmen from time to time when they are in the plant. Individual salesmen reported that they found it difficult to cope with their domestic duties when no time off was allowed any of them when they returned from sales trips, and this was particularly true when they were sent out again within a period of two or three days. Practically everyone who spoke upon this recommendation seemed to be in favor of its adoption, and a motion was made that the recommendation be accepted. This was seconded and carried unanimously.

The action of the Sales Department in placing Elwyn Jones, a wage worker, on the road under the leadership of Frank Eustis was approved of by Council.

A. D. Myers reported to Council that he and W. P. Hapgood had had a conference with the three watchmen on Fri-

day, December 26. This conference had been convened at the request of one of the watchmen who expressed the feeling that there was a great need to clear up the suspicion which rested upon the three watchmen as a result of what had transpired in the interval between December 6 and December 22. At this conference, Arlie reported, considerable discussion had taken place concerning the movements of the watchmen, the matter of their apparent neglect of duty and the suspicion that had been cast upon them by many members of the organization. Arlie stated that as a result of the conference he felt impelled to recommend to Council that Eugene Lobb be released forthwith on the grounds of failure to perform his duties as a watchman. In support of his recommendation he stated that Lobb seemed to be the one of which complaints were heard most frequently from the A. D. T. headquarters, and it seemed fairly conclusive from the evidence that most of the things stolen were stolen at the time when he was charged with watching the plant. Other people stated that they looked with considerable disfavor upon the visits to the plant of policemen and others during a time when the plant was not working. Arlie stated also that he disliked very much the apparent indifference of Lobb over the theft of the goose on December 6, as evidenced by his failure to look around to watch whether anyone was getting away from the plant when he knew that the goose had been taken and the ice box was rifled. The chairman ruled at the opening of the meeting that discussion would have to be confined to the matter of Eugene Lobb's alleged neglect of his duty and not to the question of his guilt or innocence with regard to the theft of the goose. As a result of this ruling, discussion was largely centered upon the question of whether the evidence, given by Arlie, of alleged ineffectiveness on Lobb's part was enough to warrant his dismissal.

The general question of whether we should punish inefficiency or neglect of duty by releasing a person was emphasized by several speakers who were not in favor of releasing Gene at the present time. C. W. Knapp stated that insofar as he had heard the evidence given that morning concerning Lobb, he felt very certain that he could not vote for Arlie's recommendation. The same opinion was expressed by Ethlyn Christensen and Kenneth Smith. W. H. Hines, Sr., expressed the opinion that he could not come to a decision because the evidence seemed to be somewhat conflicting. Powers, George Gregory, Jack Evans and others spoke against the acceptance of the recommendation because of the inadequacy of the evidence given to prove Lobb's negligence. This discussion lasted about an hour and a half, and whilst most of what was said was relevant, many statements were repeated many times. It was finally decided to put the recommendation to a vote and a request was made that this vote be by ballot. The ballot revealed the following figures: For the motion, 17; against the motion, 94; undecided, 2. The recommendation was declared lost.

Howard Herner moved, after this ballot had been taken, "That Eugene Lobb be transferred to the Reserve Department on account of neglect of duty as a watchman." Arlie and others opposed this motion and a vote showed that a majority of people were against it; six persons voted as being undecided in the matter. Arlie Myers moved that Gene's case be taken up with Dr. Burckhardt and that we act upon any recommendation that the doctor might make with regard to transferring him or keeping him in his present position. This was carried by a majority.

Albert Armstrong brought up the question at the close of the meeting of the responsibility of other people than leaders in the department to bring up the matter of releasing salaried workers as well as wage workers whenever occasion demanded. It was decided to leave this question aside at the present time until such time as the recently appointed Investigation Committee begins its work and gives us its report.

Meeting adjourned at 9:35.

Summary of Meetings of December 12, 15 and 17

The following is a summary of the Council meetings of December 12, 15 and 17. At all three of these meetings, stenographic reports were taken of all that was said, and these reports cover no fewer than 109 pages. It would be impossible to incorporate them as they stand in the minutes, but the full reports can be made available to anyone who wishes to read them.

At the meeting of December 12, W. P. Hapgood reported an incident which had taken place on the morning of Saturday, December 6, in which he and our night watchman, Eugene Lobb, were the participants. On that day Mr. Hapgood arrived at the plant a little before 6:00 a. m. and found that the lights in the north end of the dining room were burning for several minutes after he came into view of the plant. Thirty seconds later when

he entered the dining room he found it in darkness and in addition found that the refrigerator had been rifled and a goose, which had been prepared for him, had been taken. Two or three minutes later he returned from the refrigerator and met the night watchman at the entrance of the dining room on the west side. In the conversation which took place between them, Mr. Hapgood informed Lobb of the loss of the goose as well as of the fact that the room had been lighted. After that they both returned in search of the goose, but failed to discover it.

At 6:30 a friend of Mr. Hapgood's arrived at the plant to fulfill an appointment he had at that time, and in order to make sure that his eyes had not deceived him in his former searches for the goose, Mr. Hapgood took his friend into the dining room and together they searched again. They found that the goose was not there.

At 8:30, in response to a telephone message from Miss Franz, Dollie Franklin went to the refrigerator to look for the goose and found it there. Later it was taken by Mr. Herner to the person for whom it was originally intended. The fact had been clearly established that the goose had been stolen from the ice box before 6:00 and had been returned two and one-half hours later. Lobb, the watchman on the 11:00 p. m. to 7:00 a. m. shift, declared that he had no knowledge of either its disappearance or its return. Howard Morris, the day watchman from 7:00 a. m. to 3:00 p. m., also declared his complete ignorance of the whole matter and so did George Teany, the afternoon watchman.

In his statement to Council, Mr. Hapgood made reference to other thefts that had taken place within the plant during the last several months, and stated that the evidence in practically all these occurrences pointed very definitely to the fact that the person or persons committing these thefts were employees who knew thoroughly the lay-out of the plant and the places where the things they stole could be easily found. He indicated also that there was a possibility that the thief or thieves might be outsiders who were informed by people on the inside, and it might also be that inside people were accomplices working in conjunction with outsiders. The theft of $40.00 from Mrs. Carlisle's cash box hidden in a corner of her grocery store stood out as a theft that could not have been committed by anyone not thoroughly familiar with Mrs. Carlisle's habits and who knew exactly where she had placed the money. Thefts from the dressing rooms also pointed in the same direction. Mr. Hapgood was naturally concerned with the loss of property which these thefts entailed, but he expressed his major concern with the fact that these thefts indicated that we have in our midst unscrupulous and base characters who are willing to jeopardize the happiness and easiness of mind of those people who, whilst quite innocent, might be subject to suspicion. This situation brought up the problem of discipline, which, as had been often stated in our Council meetings, is one of the most difficult ones with which we have to deal.

A general concensus of opinion within the Council that evening was that we should all bend our efforts in the direction of finding the thief or thieves. Only by so doing would we be able to rid ourselves of such people who are a menace to business and to the entire organization. It was with this end in view that the cross-examination of the three watchmen and of others was undertaken.

The meeting of December 15 was opened by a statement from Howard Herner and W. H. Hines, Sr., who had been asked to investigate a certain clue which might lead to the discovery of the theft. Both men had found that the trail that had been followed led to a blind alley, and their efforts had been fruitless. There followed the cross-examination of Howard Morris, the day watchman, his son-in-law, Harry French, and his son, Wilgust Morris, who at one time was a salaried employee with us. These three men were questioned singly and at a time when the other two were not present at the meeting. They were asked to account for their own and each other's movements at certain times in the past twelve months when all three were present at the plant during non-working hours. This took up over two hours and it established the fact that there were serious discrepancies in the stories told by one as compared with the other. These discrepancies, however, were not such in character as to tend to establish the guilt or innocence of the three men in regard to the thefts in the past or the present. On the other hand, they did prove that these three men were either lacking in candor and truthfulness or were endowed with exceptionally faulty memories. This same observation might be made of George Teany, the afternoon watchman. As was evidenced by his replies to questions and his statements concerning the movements of people within the plant at such times as he was on duty. The discussion that took place this day went much further afield than to attempt to find the particular thief who

stole and replaced the goose on December 6. It was in effect an investigation which sought to find out the attitude of a great many people towards the question of stealing from the plant under any and every circumstance. It showed that many people have regarded the matter of petty thieving too lightly in the past, and that there was an insufficient awareness of the essential wrongness of stealing any kind of property from the group so that the individual might profit by it.

We continued on the morning of December 17 with the cross-examination of several people with the same final result as has been reported before.

We found considerable evidence that would implicate some people in connection with these thefts, but in no case did we seem to have enough evidence to convict anyone. That fact does not mean to suggest that the time was wasted. The discussions and cross-examination must produce a cleansing effect upon the whole group. The fact that we had not succeeded up to that time in finding the thief or thieves discouraged us only in one regard, and that was because our failure still left a great many people who were innocent under the cloud of suspicion. Because of this fact, a motion was made to offer immunity to anyone who would confess to participation in any one or more of these thefts and to offer the same immunity to anyone concerning whom we were given information by another. The period during which this promise of immunity would hold good was given as four days, after which time we would offer no protection whatsoever to the thief or thieves if they were found out. Immunity was explained as meaning that no punishment would follow a confession and the thief's status would not be changed on account of the fact that he had committed thefts.

A committee of four people was appointed to act as the representatives of Council, to which body any information concerning this matter should be conveyed before the next Council meeting.

Frank Eustis, Elwyn Jones and I visited the Franklin plant in December while working in the St. Paul-Minneapolis market. We were shown through the plant, talked with the officers and others and were shown every courtesy. It was our opinion that the Columbians would be glad to know something of the experiences and attainments of this successful co-operative enterprise.

J. B.

Stuck

The teacher had been giving a lesson on the use of the word immaterial, and to discover what the children had learned asked them to bring some article to school demonstrating the word.

Next day she said to one bright youth, "Now, Johnny show me what you have brought."

"Well," said Johnny, rising, "will you please hold this stick tightly at both ends?"

Having done this, the teacher inquired what was to be done next.

"Let go one end of the stick," commanded the pupil.

"Which end?" asked the teacher.

"Oh, it's immaterial," replied Johnny, "there's glue on both ends."

Infant Martyr

Tommy: "Did you have influenza as bad as I did? I had to stay away from school for three weeks."

John: "I had it much worse than that. I had it in the holidays."—*The Passing Show* (London).

Dr. Fred Butler brought in this priceless definition the other day: "An adult is a person who has stopped growing at both ends and started growing in the middle."—Selected.

Dieting

Haberdasher: "A Shirt? Yes, sir, will you have a soft or stiff front?"

Fat One: "Better make it soft—the doctor says I must avoid starchy things."

Boy (accompanied by small brother): "I want a tooth out, an' never mind gas, 'cos I'm in a hurry."

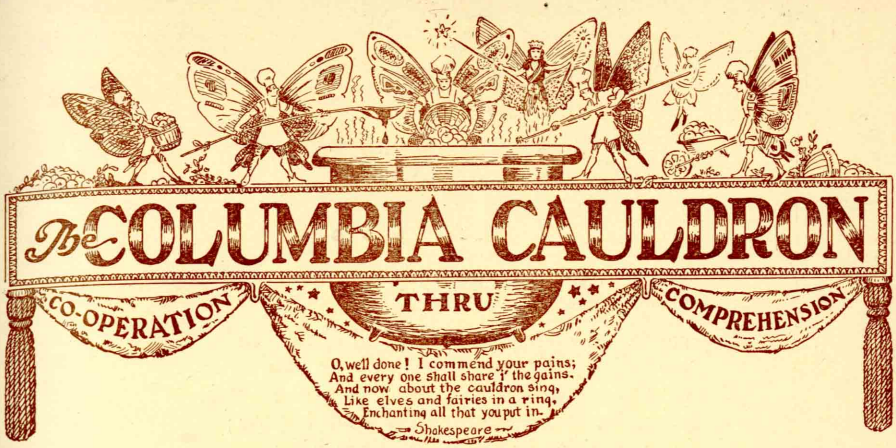
Dentist: "That's a brave lad! Which is it?"

Boy: "Show the man yer tooth, Albert."

"It is the duty of everyone to make at least one person happy during the week," said a Sunday School teacher. "Have you done so, Freddy?" "Yes," said Freddy promptly. "That's right. What did you do?" "I went to see my aunt, and she was happy when I went home."—The Christian Register.

This month's prize goes to the Scotchman who sent the surgeon's bill to his father-in-law when he learned that his wife's tonsils really should have been taken out when she was a little girl.

INDIANA STATE LIBRARY


The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 4 FEBRUARY, 1931 No. 13

DALE BILLMAN
Office
The Columbia Conserve Company

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INDIANAPOLIS

IF . . .

By RUDYARD KIPLING

If you can keep your head when all about you
  Are losing theirs and blaming it on you,
If you can trust yourself when all men doubt you,
  But make allowance for their doubting too;
If you can wait and not be tired by waiting,
  Or being lied about, don't deal in lies,
Or being hated don't give way to hating,
  And yet don't look too good, nor talk too wise:

If you can dream—and not make dreams your master;
  If you can think—and not make thoughts your aim,
If you can meet with Triumph and Disaster
  And treat those two impostors just the same;
If you can bear to hear the truth you've spoken
  Twisted by knaves to make a trap for fools,
Or watch the things you gave your life to, broken,
  And stoop and build 'em up with worn-out tools:

If you can make one heap of all your winnings
  And risk it on one turn of pitch-and-toss,
And lose, and start again at your beginnings
  And never breathe a word about your loss;
If you can force your heart and nerve and sinew
  To serve your turn long after they are gone,
And so hold on when there is nothing in you
  Except the Will which says to them: "Hold on!"

If you can talk with crowds and keep your virtue,
  Or walk with Kings—nor lose the common touch,
If neither foes nor loving friends can hurt you,
  If all men count with you, but none too much;
If you can fill the unforgiving minute
  With sixty seconds' worth of distance run,
Yours is the Earth and everything that's in it,
  And—which is more—you'll be a Man, my son!

THE COLUMBIA CAULDRON

Published Monthly
BY OF AND FOR EMPLOYEES
of the
COLUMBIA CONSERVE COMPANY
INDIANAPOLIS, INDIANA

75

PUBLICITY

For some years we have been making occasional speeches before groups of people who are interested in our experiment, but we have not done this in a large way until very recently. On December 30th last, I left for Los Angeles where many engagements had already been made for me and during the week I spent there I spoke eleven times before approximately three thousand people. One of these engagements was at a conference of two hundred and fifty college students on New Years day. Later at Stanford University I met one of the secretaries of this students' conference and he told me that before it closed the students voted that all the Y. M. C. A.'s in the country should be circularized asking them to buy our products because of the conditions under which they are made.

I spoke in a church in Hollywood where the minister urged his congregation to support us in the market place and in addition a committee of five from the congregation was appointed to ask the retail grocers of Hollywood to buy our products.

In the other organizations before which I spoke many peop'e asked how they could secure our soups and they said they would buy our soups hereafter.

On January 7th, I met my son, Powers, in San Francisco. The day before he had addressed a large trade union meeting in Sacramento where many of the trade unionists promised us support because of our labor policies.

Together we addressed about twenty meetings in and about San Francisco. Powers talked before a number of trade union groups, several college groups, and in two large churches. In one of these churches in Berkeley the minister made the same appeal to his congregation for support of our products as had been made in Ho'lywood and the minister of the other church, a very large down town church in San Francisco, voluntarily promised to do likewise later.

I happened to have the opportunity to speak before the Commonwealth Club in San Francisco, the largest club on the West Coast with a membership of four thousand five hundred of whom about one thousand were present at the meeting. This speech was broadcast.

From San Francisco Powers and I went to Portland where we repeated the experiences we had had in San Francisco but at a larger number of meetings. In addition to trade union and business groups Powers spoke before the Chamber of Commerce and also before a group of about two hundred and fifty school teachers who were most cordial in their support of what we are doing and who also promised to do everything they could to assist us in the sale of our products.

I spoke before a number of business groups and in the largest church in Portland before an audience of about eight hundred.

From Portland we went to Seattle and Tacoma and our experiences were about the same as in Portland and San Francisco. We had the same experience in churches in Seattle as we had in Portland and San Francisco.

In Seattle I conferred with three small groups of business men about the possibility of some of them experimenting with self government in their businesses. One printing establishment employing about forty people definitely decided to call its employees into the government of the business and held its first council meeting the day I left Seattle. I feel confident when we return to Seattle next fall there will be one or two more who will adopt self government for their plants.

Powers and I had two objectives in view when we planned this trip. One was to arouse as much interest as possible among business men toward making ex-

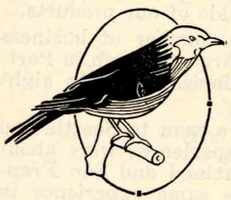
periments in their own plants and the other was to make a dignified appeal for the support of our products by those people who approve our policies. In no case did we press for much support, merely pointing out the fact that if we got it in a large way it would make our sales problem much easier and on that account we would be able to expand our business more rapidly and thus bring under our form of government a larger number of workers. It is too early yet to tell how much help will come from the work we did on the coast, but we were sufficiently encouraged by what was said to us to believe that it will be worth while to test this plan in other fields.

Altogether we spoke somewhat more than 100 times and before more than fifteen thousand people, not counting the radio audiences of which there were four.

One of the most marked impressions I received on this trip was that there is not only a rapidly growing comprehension of the inequities of our present economic system but a very wide spread fear as to the future of most all business, both big and little, unless very considerable changes are made in our economic system.

Wm. P. Hapgood.

A VISIT WITH MOONEY



On my recent trip to the West Coast I went to San Quentin Penitentiary to see Tom Mooney, who, with his fellow worker in the labor movement, Warren K. Billings, has spent over fourteen years behind prison bars. Everyone who knows the details of the case of these two labor leaders knows that they did not commit the crime of bombing a preparedness parade in 1916 with which they are charged.

Every important witness against them has since been proved a perjurer. Several of them have admitted that they were paid to bear false witness against Mooney and Billings. All but one of the jurors who convicted them have since signed affidavits that if they had known the facts that have since come to light they would have acquitted them. The judge, Franklin A. Griffin, who tried the case and who sentenced Mooney to death, is today one of the strongest advocates of a pardon because he now believes them to be innocent. The captain of detectives, Duncan Metheson, who investigated the case, is also convinced that a grave miscarriage of justice has been committed and recommends a pardon.

Even in the early part of the case there was such grave doubt of their guilt that Woodrow Wilson, as president, intervened so that the death sentence was changed to life imprisonment. Wilson sent investigators into the field, one of whom, by means of a dictaphone in the prosecuting attorney's office, found evidence of a deliberate frame up against these men. Why, then, are Mooney and Billings still in prison after all these years when the whole intelligent world knows of their innocence? The answer is that they are militant and aggressive workers in the cause of the labor movement. They had led several strikes, the last of which was an attempt to organize the street car men of San Francisco. The business interests whom they opposed wished them to be put out of the way. The result was the frame-up which put them in prison. Those responsible for the frame-up who still seem to control politics in California today are keeping them there.

I found an attitude there often expressed that "even if they are innocent of that particular crime, they are radicals and ought to be locked up anyway." When I saw Tom Mooney in San Quentin Penitentiary, his spirit was undaunted. He has consistently refused to apply for a parole, for that would be a confession of weakness and would prevent him from being active in the labor movement. Being innocent, he wants an unconditional pardon—nothing less. Billings was in Folsom Penitentiary, and I was unable to see him, but he also is an idealistic worker for the cause of human freedom.

Can we on the outside do any less than they have done in the fight for freedom and justice and still keep our self-respect? We must do everything we can to help create the overwhelming public opinion necessary to free Mooney and Billings against the opposition of the supporters of the frame-up system.

POWERS HAPGOOD.

PERFECT HOSTESS

A deaf old lady went to live near one of the naval ports. Shortly afterwards a battleship fired a salute of ten guns. The old lady, who lived alone, got out of her chair, smoothed down her dress, patted her hair, and said sweetly, "Come in."—*Tit-Bits.*

ADDRESS BY SHERWOOD EDDY FEBRUARY 2, 1931

"There are three important experiments being tried in the world today. One of these is the Communist venture in Russia; one is the program of non-resistance in India, led by Ghandi; and one is the Columbia Conserve Company, experimenting in industrial democracy, in this country."

With this statement Mr. Eddy began his talk and went on to elaborate on the most significant elements in each of these undertakings. As a setting for the conditions which are found in those foreign countries referred to he drew a hasty picture of the European situation as it is at the present time.

The depression with which we are faced in America is world wide and everywhere there are the marks of unemployment. England has two and a half million unemployed and her five most important industries are the victims of creeping paralysis. Germany is staggering under the burden of a heavy war debt which, if unaltered, will bind her for sixty years to come. There is evident a marked lowering of the standard of living with the result that workers are on the point of revolution and throughout the country there is a deep seated spirit of dissatisfaction and unrest.

This same spirit of unrest permeates the world and one stands in the midst of it with a feeling that he is about to witness some tremendous change. There is, in addition to industrial unrest, an intellectual and political unrest—a demand for self-determination in subject nations.

The only two countries not affected by unemployment are France and Russia. In France this is due largely to a shortage of men, a condition for which the war is primarily responsible. In Russia it is due to forces of such startling significance that they need greater examination. Here we find the largest country in the world attempting the boldest experiment in history. In this country, after many centuries of despotic autocracy and Czarism, the intellectual leaders revolted against the system of capitalism, imperialism and militarism, and in its place they sought to establish a social order in which men might all share the good life on an equal basis of social justice. Their method was the complete overthrow of the old order by means of revolution. The revolution occurred in 1917 and since that time unprecedented advances have been made in agricultural and industrial development. The five year plan is at present the most important issue in Russia. Its aim is to transform Russia from an agricultural into an industrial nation. That it is succeeding economically is proven by the fact that between the years been raised from 17 to 180 per cent. of the 1921 and 1930 industrial production had pre-war maximum. By 1931 it will have exceeded 200 per cent., which represents a gain of more than ten-fold in a decade, an accomplishment greater than any other country has ever achieved. All this has, however, been won at a terrible cost. There is great need among the people for the bare necessities of life. Such things as meat, fruit, milk, eggs, cheese, etc., can scarcely be found. Bread alone seems to be plentiful and it is comparatively cheap. Everywhere one sees long lines of people waiting patiently for the daily rations which are most inadequate. But they are not downhearted. Russia is today making a modern crusade of its hardships and sufferings. They are no more defeated than were the American Colonists at Valley Forge and there is unshaken faith in the future of the Communist program.

For the most part the high humanitarian aims of the Communists have been realized by ruthless means. The chief evil is the almost complete denial of liberty. The man who is directing this great transition is Stalin, a name which means steel, and irresistibly he drives toward his goal. In the process potential leaders in the form of the youth and students of the country have been crushed, church programs curtailed, education closely supervised, newspapers, radios, movies and the communist party itself carefully controlled with the result that there is no personal liberty whatsoever. Over against these evils there are found definite values in the system. First of all there is tremendous passion for social justice shown in the willingness of the leaders to live the simple life of sacrificial sharing and this has resulted in the enthusiasm of large numbers of the masses for the whole system. There is also the principle of relative equality with advance toward the goal of a classless society, with the absence of racial and color prejudice. And finally Russia has developed a system in which bold experiments may be made in the attempt to find a better way of living. Understanding both the strengths and weaknesses

of Russia under Communism and knowing the glaring evils of injustice practiced by capitalism in America and Europe, shall we accept either as the highest plane on which man may develop. "Cannot a higher synthesis of the future achieve both freedom and social justice, both 'liberty and union' individual initiative and social cooperation?"

In Russia we see an attempt to gain social control by force. In India the attempt to gain social control by moral suasion, by a program of non-resistance, is being witnessed with almost as startling results as the Russian experiment. India is the poorest country on earth and is one of England's principal dependencies. For several years the people of this vast country have asked that they be given the privilege of governing themselves and increasingly they have rebelled against what they felt was the tyranny of England. The leader and prophet of the people of India in this nationalist movement is Mahatma Ghandi, who though not a Christian, has studied the teachings of Jesus and believes so firmly in the principle of overcoming evil with good that he has insisted that in their conflict with England his people should use only the method of non-violence. Throughout his life he has consistently lived by that principle himself and has staked his life on the belief that it will work as no other method will. He is a small, frail man, wearing the simplest home spun garments and eating almost nothing. His weight is not more than ninety pounds and it seems impossible that he could endure life in prison or a 21 dav fast, both of which he has done. It is the spirit of this man that attracts one and not his physical characteristics. There is a calmness about him born of inner unity, that nothing daunts, and in the midst of the most baffling and controversial situations he practices the law of love which he feels is the most powerful of all influences. His chief consideration is the growth of his spirit with the result that he spends many hours alone in prayer and meditation and because of that practice he has been able to release such spiritual powers that not only India, but the whole world has felt its impact. He has done for India what armies could never have accomplished.

The third experiment of significance in the events of the world is the Columbia Conserve Company with its plan of industrial democracy. There never was a time when such an experiment was more needed and those who are associated with it need to prepare themselves to meet the test ahead of them.

Mr. Eddy closed by listing those principles which he believed needed to be lived in modern society. The most important thing in the world is love which leads to the full sharing of life and the realization of self through self sacrifice. These are not idle words nor sentimental talk. The principle of love needs to be applied to industry in the way of insurance against unemployment, old age, and accident, and for equality of pay. There needs to be sex equality, race equality, social equality. We need to determine that there shall be no more war; that nations as individuals shall find a better way of living together. The need for establishing the right relations between men and women is also of utmost importance. Too long have people lived on lies and misunderstandings in that realm of life where they should find the greatest happiness. And finally there needs to be the right relations between man and God, a better understanding of the universe about us which gives evidence of being ordered and controlled by intelligence. This energy in the universe can generate in people an internal power which will make them positive forces for good.

A new order will not be brought about except as a few people, who are really in earnest, set out to build it. A new reformation is possible if people have the courage and patience to bring it about. The number need not be great and now is the best time in all history to undertake to create a society in which both liberty and justice prevail.

DEMONSTRATION DELIRIUM

Truly the way of a demonstrator is a posey-bordered lane to those who have not passed that way. How soon the weary footed finds the rough turf and the sharp-edged stone half hidden as his attention is diverted by pleasant glimpses along the daily road.

There is a bit of the savory adventure —"We are going out tomorrow." Immaculate uniforms, tiny pearl disks with illusive metal latchets all neatly done in strong brown parcels, six shining cans with the proper meaningful numbers embossed on the lid are all waiting along with the magical set. The unenlightened world is soon to know—the glory of the commonplace—the palate tickling best soup in the world. "Good luck."

Saturday morning and all fellow Columbians collecting a much-earned seven o'clock nap, one is up all keyed for the day's attempt—not even a parting glimpse of the warm engulfing bed. Were ever grocery fronts so appallingly uninviting? Inside, cheerful hampers and familiar rows of cans are less depressing.

At last the show is on. The steam table is simmering like a friendly kettle, and delicious odors eminate from under a row of immaculate white lids.

The tide of hurrying humanity pass by or hesitate partaking of nourishing morsels, exchanging bits of news and scraps of witticism. One only needs to know what to feed the baby, the flavors Aunt Martha likes, the cavity in Johnny's back tooth, all the recipes in the Boston School Cook Book, and all lesser volumes, where they grow dried wrinkled peas and the latest live stock quotation. They are all interesting, these people from the checked aproned mother of eleven with an "old country" shawl over her head, the mulatto cutting her third set of teeth, the dowage with the Pekinese to the smallest chocolate-covered edition of humanity consuming the delicious red potion from a cup the size and color of his limped eyes.

Now and then one among the herd glows with the anticipation of a new day for fellow man.

All this time one is stirring, diffing, talking, opening and closing the draft-provoking door between innumerable trips to the old box stove sizzling in the center of the room.

There is no royal road to greatness—sales, samples, scores, all fail to bring a glow of satisfaction to the physically and mentally deflated demonstrator.

Welcome the acrid pungency of cooking soup, bang of kettles and swish of scooting cans.

"Some people get all the breaks. She's demonstrating again today."

"SMILING SUSIE."

A NOVICE'S IMPRESSION OF RETAILER GROCERYMEN

Man changes in disposition as a snowball in summer. With a smile comes friendship and a chance for co-operation and success. With a frown the reverse appears.

With prosperity comes happiness, hopefulness and the continuous striving for a better goal. With depression and the low ebb of the business cycle, man is affected whether favorably or unfavorably according to his disposition and good luck.

This is more or less the way the retailer reacts at the appearance of a demonstrator in the morning. He strives to make it clear to the demonstrator just what she will encounter. He is not the least bit optimistic. Business is bad; people are without money; people don't use canned soups, and the retailer feels that the private label soups are all right, but what's the use of pushing it when you can get a nationally advertised brand just as cheap or more reasonable. And of course the demonstrator must sell the retailer on the quality and all of the good points about private label goods.

Then there is the retailer that is a strong fighter for private label goods. When you talk to this retailer he already knows what to expect of the quality of private label brands. All through the day he strives to help the demonstrator, so that people, too, will know the superior quality of private label goods. And when the end of the day comes you feel that the demonstration has been worth while, especially when the retailer and the customers have co-operated and are willing to agree that private label goods are the best.

After all, retailer grocerymen are human beings with the general public to please in regard to the kinds of merchandise he must handle. Through the demonstrations put on, the retailer is convinced, the customers are convinced if they are willing to be of the quality of the products demonstrated.

So the demonstrator must also win the retailer in the products to be demonstrated as he wins the customers in the products handled. The demonstrators, too, have their work to do in the most "pleasant manner possible."

"SARCASTIC SADIE."

Good Boy

"Hello, where have you been?"

"To the station to see my wife off for a month's visit to her mother."

"But your hands are all black."

"I know; I patted the engine."

WHY SHOULD SHE?

He (soulfully): "Do you think a married woman should work for a living?"

She: "Of course, I don't see why she should go hungry just because she's got a husband."

A Hardened Criminal

Judge: "Were you ever in trouble before?"

Prisoner: "Well—I—er—kept a library book too long once and was fined 10 cents.

Current Events

By the Man in the Street

With the meat packers permitted to go into the wholesale business, any one of several hundred jobbers will tell you things are less than fair, any one of the 10,000 automobile dealers who passed out in 1930 will tell you things are bad, and any one of the millions of jobless will tell you things are terrible. But Gerard's "Fifty-eight Rulers of America" will tell you things could be a lot worse, for, as The Magazine of Wall Street says, "Even in the face of adverse business conditions of 1930, the total of corporate dividends paid comes to 4,982 million dollars, compared with 4,488 in 1929." "To everyone who hath, more shall be given, and from him that hath not, even that which he hath shall be taken away."

* * *

In the first half of 1930, while dividends increased 28 per cent, wage earners' incomes decreased 12 per cent. That might be all right except for the fact prosperity isn't something that can be enjoyed in small quantities. It must be unanimous.

Most all business men will agree with that; all ordinary people will agree with it. Everybody, in fact, except our extraordinary experts. It is all very simple, nothing at all complex about it. Any owner of an idle factory can tell you full time operation is dependent on orders from jobbers who are dependent on orders from retailers who are dependent on the purchasing power of the masses. The country prospers to the extent the people are able to buy.

Otherwise—well, maybe the famous German economist is right who says the danger isn't from Communism, but that capitalism may destroy itself by failing to distribute sufficient purchasing power.

* * *

Our politicians all endorse Lincoln, but the trouble is so few of them try to imitate him. How many of them would agree with the following statement of the martyred president:

"I see in the future a crisis approaching that unnerves me and causes me to think for the safety of my country. Corporations have been enthroned, an era of corruption in high places will follow and the money power of the country will endeavor to prolong its reign by working on the prejudices of the people until the wealth is aggregated in a few hands and the Republic is destroyed."

* * *

What the average person can't understand is why John Barton Payne thinks it is all right for the National Red Cross to accept ten million dollars from the American people, but all wrong to accept twenty-five million dollars from the American people's government.

Perhaps the explanation is that he would rather have people given charity than given their rights.

* * *

In his recent encyclical, Pope Pius repeatedly quoted St. Augustine, one of the Fathers of the Early Church, A. D., 354-430. No doubt St. Augustine was a grand old man, but if he lived in America today, the Fish Committee would want to deport him as a ranting red for his statement that, "The superfluities of the rich are the necessaries of the poor. They who possess superfluities, possess the goods of others."

* * *

In fact most of the fathers of the early church seem to have been tainted with a more or less radical form of communism. For instance, Clement of Alexandria wrote, "I know that God has given us the use of goods, but only as far as is necessary. It is absurd and disgraceful for one to live magnificently and luxuriously when so many are hungry." And St. Basil wrote, "If each one would take that which is sufficient for his needs, leaving what is superfluous to those in distress, no one would be rich, no one poor." St. Jerome even went so far as to write, "All riches come from iniquity, and unless one has lost, another cannot gain. Opulence is always the result of theft." And St. Gregory the Great seems to have gone completely Bolshevik when he wrote, "Daily almost as many of the poor perish as have been deprived of means which the rich have kept to themselves. When we give necessaries to the needy, we do not bestow upon them our goods; we return to them their own; we pay a debt of justice rather than fulfill a work of mercy."

What the average man wants to know is how did they get away with it—and remain respectable? But then, maybe they didn't have any Fish Committees.

* * *

Says the Peoria Star, "Disarmament is like a formal party in fashionable society. Nobody wants to arrive until everybody else is there."

* * *

"There is as much capital in the country as ever," says Vice-President Curtis, "but it is not working." It just sits around all day like a Vice-President.—The New Yorker.

* * *

With a slight drop in prices, money now goes further than it did. But the trouble is that it also stays away longer.

* * *

First they cut down the size of the currency, and now they tell us a silver dollar is worth actually less than 13 cents. That gives us all a chance. We can be land poor, stock-market poor, wheat poor, factory poor, or money poor.

* * *

A newspaper dispatch from Washington says, "When income tax returns are made in March, the man with $4,000 net income or less will find himself paying three times as much as he paid last year, the man with bigger income will pay one-fourth more." If these figures were reversed, it might help business—and it would be sure to help cut down the growing treasury deficit.

* * *

Says The Indianapolis News, "Two California organizations are devoting themselves, under the sponsorship of the Chamber of Commerce, to the pleasant task of destroying eggs at a time when hundreds of thousands, at a moderate estimate, are short of food. The object is to 'stabilize the poultry industry'." Tens of thousands of American parents with hungry children will consider the act of these amateur economists a sin—and most of the rest of us will feel that society should make it a crime.

* * *

There may be some disagreement about shutting out Russian imports, but we'll all agree that it would be a fine thing if our best minds could figure out a way to import a bit of that Russian labor shortage.

* * *

Speaking of efforts to avoid a special session of Congress, Senator Burton K. Wheeler says that President Hoover virtually would become the "dictator during a great crisis," and asks, "Don't they want a forum in which the laboring man, the farmer and the small business man can have his troubles aired?" But that's just the trouble, Senator, about all the laboring man, the farmer and the small business man ever get is the air.

* * *

The American Civil Liberties Union says that revolutions are not produced by propaganda, but by unbearable conditions; that the way to fight Communism is to mend capitalism.

It is truly remarkable how many of our petty politicians and professional patriots entertain the quaint idea that revolution is something that can be imported in a suit case. Inconceivable as it may seem, some of our officials hold American institutions in such contempt as to fear lest propaganda should menace their stability.

Revolutions are caused only by one thing—the collapse of a social system. There is only one form of effective propaganda—that produced by an economic system itself when it fails to feed its people. Effective propaganda is never a matter of distributing printed words, but a failure to distribute life's necessities.

* * *

Representative Fish, of New York, has wrought himself into a fever of excitement with his fears for the safety of American institutions and wants Congress to appropriate $2,000,000 to enforce a contemplated law that will be an improvement over the worst of the war-time repressions practiced by Palmer in the name of democracy upon the liberties of his countrymen.

In this connection the Akron Beacon Journal remarks, "Before this urge to ride down the civil rights of American citizens gets out of bounds, let us propose that Congressman Fish spend his $2,000,000 refilling the empty bellies of jobless American natives. That is where the only American revolution worth noting will ever start."

Propaganda is of absolutely no importance. But the inciting force of hunger and desperation is another matter.

If we ever have Communism in this country it will be solely because our reactionaries force the American people to adopt it in some form as a matter of self-preservation. The American people are against Communism and will continue opposed unless the time ever comes when it seems necessary to replace capitalism by Communism to keep from starving to death in the midst of abundance.

All discussion of Communism coming to America on any other basis is futile.

That something is wrong everybody admits. Because of it, says the Petit Parisien, "The shadow of Bolshevism falls upon the world and a remedy must be found."

How about a five-year plan to increase the purchasing power of the people? Surplus goods will be consumed, the jobless will go back to work, and business and the people will again enjoy prosperity.

* * *

Calvin Coolidge is quoted as saying, "The soundness of a system is best demonstrated by its success. The political reaction that has been encountered is slight compared with the social reaction that might be expected if the people lost confidence in our economic system. That system has worked greatly for the benefit of the people. By results it must be demonstrated that it is still the best instrument for their service. That is the immediate problem business management must meet."

And Dr. Harry Emerson Fosdick, pastor of the world's richest man, in a recent sermon said, "Capitalism is on trial with Communism. I do not like Communism, but the verbal damning of Communism now popular in America will get us nowhere. The ultimate decision between Communism and capitalism depends on one point only: Can capitalism so adjust itself to this new world, so move from its old individualism dominated by the profit motive into a cooperative epoch of social planning and social control, that it becomes the servant of the welfare of all the people? If it can, it can survive. If it cannot, our children will have some form of Communism. Be sure of that."

If there is any danger from Russia, let's not delude ourselves with thinking it is a matter of Communist propaganda. It can come only from raising the standard of living of the Russian people through industrial development to a point where the standard of living is above that under capitalism. In that case the people, not only of America, but of the world, will begin to wonder why they do not prosper as well as the Russians.

Up to 1918 the world knew but one economic system commonly known as private capitalism. Since then we have a competing economic system of public capitalism commonly known as Communism. Whether we like it or dislike it, doesn't matter. It is a fact to be faced.

With that as our premise, two distinct economic systems competing for the favor of the world's masses, what are we going to do about it? Well, the whole thing is purely and simply a matter of business. What happens among business competitors? The public's favor is obtained by the business giving the most in quality and quantity for the least money. Logically, then, the masses' favor will be obtained by the economic system giving the most in necessities and luxuries for the least effort.

Here is an elementary fact. Shall we continue to ignore it? We can if we wish. But the Russians are not ignoring it. They are bending every ounce of energy and effort toward the carrying out of their five-year plan, the first of a series of industrialization programs, to increase their productivity and the well being of their people above that of those living under capitalism.

Let's not wait until the Russian standard of living catches up with the American. We have a lead. Let's retain it by distributing sufficient purchasing power to maintain a buying market for the goods we so efficiently produce.

Mrs. Jones (cleaning up after picnic lunch): "Isn't this an ideal spot for a picnic?"

Mr. Jones: "It must be. Ten million flies can't be wrong."

Reporter: "What method did you use in accumulating your fortune?"

Millionaire: "Well, up to the first million, I didn't scorn any method. After that honesty comes gradually."—*The Pathfinder.*

Mother: "Now Johnnie, I know thousands of little boys and girls who would be glad to eat that spinach!"

Johnnie: "Name three of them!"

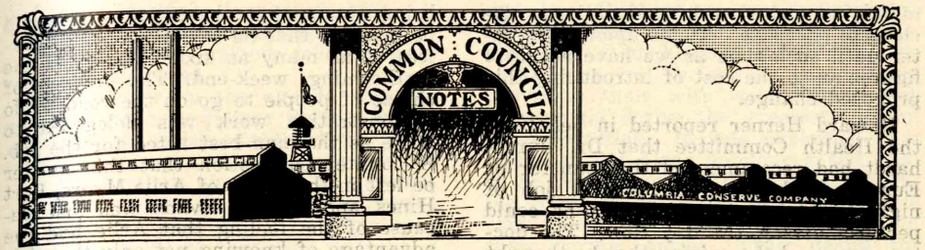
Our idea of the meanest man on earth is the barber who puts hair restorer in his shaving cream.

Mother: "Well, Jimmy, do you think your teacher likes you?"

Jimmy: "I think so, mummy, because she marks a big kiss on all my 'rithmetic."—*Scarboro Post.*

Teacher: "Willie, give the definition of 'home'."

Willie: "Home is where part of the family waits until the others are through with the car."



C. C. Meeting, January 5, 1931

Chairman: Kenneth Lucas.

Minutes of the meeting of December 24th were read and approved.

The chairman stated that the question had been placed on the agenda concerning the present practice of paying for overtime worked by wage workers. It was explained to Council that a wage worker worked normally a forty-five-hour week as does the salary worker. The wage worker is guaranteed payment for fifty hours' work providing he reports at the plant each day or is unable to attend work on account of an accident met with at the plant. Because of this fact, any wage worker who works five or fewer hours of overtime is paid no extra sum in wages. The feeling was expressed that a wage worker should be compensated for all time he worked over and above each week of five days of nine hours each.

The discussion concerning this matter went much further afield than the consideration of this problem and brought into view the differences that exist between the status of wage and salaried workers. Finally a motion was made that we continue to pay wage workers on the same basis as heretofore, and that no change be made. This was seconded and when placed to a vote it was carried.

A request was made to Council that the company become a contributing member to the International Industrial Relations Association, for which a fee of $5.00 a year was asked. The purposes of the association and an account of its activities were given to Council by Jack Evans, Dorothy Nord Holt and Ethlyn Christensen. A motion was made and seconded that we join the association, and following that a fairly keen discussion was entered into with regard to the general problem of our responding to such invitations as the one before Council at the present time. Some members of Council felt that we were too ready to associate ourselves with organizations concerning which we had insufficient knowledge and from which we derived but little benefit. Others expressed the opinion that because of the depression we ought to be more conservative than ever in spending money on objects that are not vitally concerned with our success as a business organization.

At the close of the discussion a vote was taken upon the motion with the following result: For the motion 28, against 37, and undecided 18. The chairman ruled that insofar as there was not a clear majority against the acceptance of the motion, he would set it aside for the time being and bring it up at a future meeting. The secretary was instructed to get further information about the association in the meantime, and to post same on the bulletin board so that all might have an opportunity of examining it.

Homer Shelley suggested to Council that we assume the obligation of paying for time lost by wage workers on account of sickness. The present situation is that the wage worker is not paid for any time he loses on account of his own sickness or that of his dependents, but he may appeal for assistance to the Needs Committee if such loss of time involves hardship to himself and those who depend upon him. The opinion was expressed that the present method of not paying for time lost on account of sickness in the case of wage workers was an unintelligent proceeding in view of the fact that the salaried workers were being treated in a much better fashion, whereas the wage workers seem less well situated to bear any loss of wages at any time. There was considerable opposition to the proposal on the grounds that it would complicate matters very seriously if the suggestion were adopted and were made to apply during the busy season. On the other hand, it was explained that it would be difficult to put wage workers on one basis for nine months of the year, and then change them to another basis for the other three months of the year, at which time we are likely to be most in need of their services. The question of the approximate cost of such a change was asked for and the replies given were based

mainly on guess work so that it was decided to postpone decision upon this matter until such time as we have accurate figures as to the cost of introducing this proposed change.

Howard Herner reported in behalf of the Health Committee that Dr. Burckhardt had recommended the transfer of Eugene Lobb from his present job of night watchman to a job that he could perform during the day time. The doctor expressed the opinion that he thought night work to be injurious to Gene's health and, therefore, made the above recommendation. Howard explained that Arlie Myers, Jack Evans and he had discussed the matter of the doctor's recommendation and had come to a conclusion that it would be appropriate for Lobb to leave the boiler room on the week ending January 10th. Council expressed agreement with this opinion and the change will become effective at the time given above.

Ruth Janitz reported in behalf of the Charity Committee that was organized for the distribution of our Christmas presents fund and stated that seventeen baskets had been distributed to needy people whose names had been suggested to the committee by some of our salaried workers, and that the committee had now on hand a sum of $12.74. It was explained that the baskets had been filled so that the amount given in each would correspond to the needs of the family who received it. The committee asked for instructions concerning the surplus fund now on hand. By general consent the committee was instructed to continue its work of relieving any families that were in distress and to add to its present fund by contributions from those people who had not seen fit to help up to the present time. Several people expressed themselves as being very well pleased with the work of the committee and each member of the committee was asked to accept the thanks of Council for its efforts in behalf of those people who received gifts from us.

A motion was placed before the Council to approve of the selection of Frank Baldwin as a member of the present group working on sales in Texas and of Robert E. Davis as a prospective salesman to be placed on the road at some time in the near future.

Arlie reported upon the work that had been carried on with the girls in the demonstration class and made complaint against a non-attendance at these classes of certain members of the Time Study Department. He also stated that work for several of these demonstrators was being arranged in the city and it would be possible that he would need the services of as many as six of them for the forthcoming week-end. The matter of choice of people to go on the road to do demonstration work was delegated to Arlie as the man best fitted for the job. A counter suggestion that this matter be left in the hands of Arlie Myers, Bert Hines and Marion Evans was lost because of the feeling that Arlie had the advantage of knowing not only the girls that were going to demonstrate, but also the people to whom they were likely to be assigned.

In reply to a question, Jack Evans reported that no information was available concerning the Rippe contract and the matter of the Russian students to whom we had extended an invitation to come and work with us.

Kenneth Smith asked to have a proposal to substitute salary for wages in the case of our present group of wage workers placed upon the agenda for discussion at our next meeting. This was granted.

Mary Lipford asked a question in a previous meeting as to what Council thought of the propriety of having some of our members read, knit, do crochet work and engage in similar activities whilst sitting in Council. The chairman asked the same question at this meeting and there followed a general discussion on the matter. It was generally conceded that reading was definitely improper and that it was impossible for anyone doing it to pay any attention to the work of Council. With regard to other activities such as knitting and crocheting, there was a division of opinion as to whether this diverted attention from Council work, although the opinion seemed general that doing that kind of work was not helpful either to those engaged in it or those closely associated with them. The final decision reached about the matter was that each person would have to be his or her own guide in this matter, but that it should be borne in mind by all that the purpose for which we assemble in Council is that of discussing some of the most difficult problems that confront us and that doing so calls for the fullest possible attention of each one of us.

Arlie Myers asked to have an expression of opinion from the group concerning a suggestion to have a minstrel show which would give some entertainment to the employees, their relatives and friends some time around the latter part of February. All seemed to be in favor of this proposal.

Meeting adjourned at 9:35.

C. C. Meeting, January 9, 1931

Chairman: Kenneth Lucas.

Minutes of the previous meeting were read and approved.

First matter on the agenda was the proposal made by Homer Shelley at the last meeting, which suggested the adoption of a plan to pay wage workers for time lost by them on account of sickness. The figures given by Homer with regard to the possible cost of our adopting such a proposal were as follows:

Lost time in case of wage workers during the twelve months of January 1 to December 31, 1930, inclusive, but excluding the period from August 15 to October 15, was 1,859½ hours, represented by $799.54. Of this total, wage workers were paid for 1,354 hours, which equaled in money $578.31, whilst time lost but not paid for represented 505½ hours, or $221.23.

It was stated that these figures would indicate that our wage bill would be increased by the sum of $221.00 or thereabouts per annum, but that to pay this sum would be to extend such a degree of security to the wage workers that we would be compensated by increased effectiveness of these workers at the point of production.

The feeling was expressed that if this plan were adopted, the wage worker would in some instances be better paid than the salaried workers because the former are paid for all overtime during the busy season, and for what little overtime there is to work during the off season. A suggestion was made that because of the complicated nature of the suggestion, the matter be turned over to the Needs Committee for further study, and this committee be asked to bring a report to Council not later than February 1st.

A report was made to the effect that Dr. Burckhardt was of the opinion that the time had come to place Dad Woods on pension. In reply to a question, the doctor stated that he thought Dad would be able to do some little light work if the company had such work to offer him. A question was asked as to whether it would not be possible to have Dad Ditchley and Dad Woods placed upon an alternating plan whereby each would work half time either by working every other day or by working every other half day. Because the doctor could not give any definite opinion as to the condition of Dad Ditchley, the matter was left in the hands of a small committee composed of Howard Herner, Jack Evans and Dr. Burckhardt. This committee will report upon the situation at an early date. With reference to the condition of Dad Woods and Dad Ditchley, several members in Council spoke of the necessity and desirability of our keeping our older people on the pay roll as long as possible and providing them with work from which they would derive the greatest amount of satisfaction. It was explained that many of our older employees felt that to be disallowed the privilege of working would be extremely hard upon them even though they could not carry out their normal duties. Their desire for continued association with the group here and with having a sense of usefulness to it was urged as being a very important consideration which had to be borne in mind at all times when such cases were discussed.

A letter was read to Council by the secretary concerning the Danville, Virginia, Strike Relief Committee. The signatories to the letter were Dr. Alva Taylor, Mr. James Meyers and Mr. W. B. Spofford, all prominent church workers who with many associates had formed a committee which is seeking to provide relief in a desperate situation which has developed during the winter months among the striking textile workers in Danville, Virginia. The letter urged upon us to provide any and every kind of relief that we could and to do so immediately. Several members of Council spoke of the obligation we owed to assisting people in the situation referred to in the letter, and it was decided to send 150 to 250 cases of soup to the strike area at once, and that a collection be taken up among the employees so that we obtain money with which to pay freight on these goods. It was expected that freight would cost in the neighborhood of $60.00. It was stated that every effort should be made to collect much more than that sum and that the surplus be used to purchase more soup which would be added to the original gift. A. D. Myers was asked to take charge of the collection of this money and to collaborate with Miss Franz concerning the shipment of the goods.

A letter had been received from Mr. E. Milton Jones, who has recently been associated with us and with Llano Colony, in which Mr. Jones asked the Council to consider the possibility of his becoming an employee of the company in the capacity of financial advisor with the possibility that he would finally develop into the head of a suggested Securities Department. Many people in Council who had had considerable experience with Mr. Jones during the last three months and particularly those who had been associated with him during the negotiations and relations with the Llano

Colony, spoke upon this matter. It was felt by many that Mr. Jones was not particularly well fitted to become a member of the Columbia Conserve Company and that it was an inopportune time to launch upon the development of a Securities Department. It was finally decided to ask the secretary to write to Mr. Jones stating that we could not comply with his request at the present time for the reasons outlined in the discussion.

A report was made from the Standards Committee by Homer Shelley, chairman, who stated that two meetings of the committee had been held during the week at which the work of the Standards Department had been examined closely and as a result two other meetings had been held—one in which the internal affairs of the Standards Department itself were discussed and the other in which the relationships of the Standards Department and the Bookkeeping Department were discussed. These discussions had originated at the request of Jack Evans, who was present at all the meetings, and Homer asked that he. Jack, be allowed to make a report of the series of meetings referred to above. (Substance of this report is to be found in Jack's letter to the salesmen under date of January 16, 1931.)

C. C. Meeting, January 12

Chairman, Kenneth Lucas.

This meeting was given over to a continuation of the discussion which had been begun at Friday night's meeting concerning the Standards Department and its work. Howard Herner expressed the view that he felt confident a great deal of good could be achieved by closer co-operation between his own and the Standards Department—particularly with regard to arriving at unit costs, etc. He said he felt that it was time the facts gathered by the Standards Department should be translated into figures that could be easily understood by all. Another member of Council expressed his opinion that the Standards Department had failed to follow through on Mr. Chesney's method of presenting weekly reports and that the rank and file had lost considerable interest in the work because of that fact. An explanation was given with regard to the manner in which standards are arrived at and the parties responsible for adopting them. The practice of attributing the fact that any standard is difficult to reach to the Standards Department was explained as an error of judgment because the body which accepts or rejects or, in some cases, modifies a suggested standard is the Standards Committee, and complaints about standards should be placed with the committee chairman.

At the close of the discussion, a good deal was heard about the so-called speed-up system, but Council found it difficult to interpret the meaning of this term although it was obvious that some people labored under the impression that they were being asked to work much harder than they should. Three standards were referred to as being a little difficu t to work under, although some people working on these standards felt that they were in the main reasonable ones. These were cleaning carrots, picking chickens, and the No. 1 label line.

With regard to the No. 1 label line the department leader felt that the standard was not exacting and the assistant leader expressed agreement with that view. Those workers on the line who spoke expressed also the opinion that under normal conditions the standard would not affect them unfavorably.

With regard to cleaning carrots it seemed evident that many of the women experienced difficulty in reaching an 80% efficiency mark on this operation, and part of the explanation for this was given as being due to the use of defective knives. The discussion revealed also that many people disliked the job of cleaning carrots because of the effect that doing so produced upon their hands. It was agreed to experiment with new knives and watch results. The operation of picking chickens had been re-studied three times and certain mechanical improvements installed to make the job easier. There seemed to be no adequate explanation for the low rating made on this job except that the variation in the raw material used was very great from one period of the year to another.

During the latter part of the meeting, the discussion turned upon the effect of the existence of standards upon lowering the quality of the work done in the plant. It was freely admitted that in many instances workers had much greater regard for maintaining quantity rather than quality. This it was explained was a very serious error in judgment and several people spoke of the necessity for our paying close attention to quality even though doing so affects quantity unfavorably.

The discussion, whilst by no means completed, was very enlightening to each member of Council and must have conveyed a clearer idea of the work of the Standards Department than any previous discussion has done. The relation of quantity and quality was emphasized very much and there was general agreement that we could not sacrifice quality for any reason whatsoever.

Meeting adjourned at 9:40.

C. C. Meeting, January 16

Chairman, Kenneth Lucas.

Minutes of the previous meeting were read and approved.

The meeting opened with a continuation of the discussion with regard to the work of the Standards Department. A resumé of the statement made by Jack Evans at the meeting of January 9th, was made by him through the reading of his letter to the salesmen under date of January 16th. Following this Mr. Geo. Chesney was asked to make a statement in which he might express his opinion of the work now being done by the Standards Department.

Mr. Chesney spoke at some length and expressed the opinion that he thought a great deal of detail information had been and was being gathered by the Standards Department that might in reality be unnecessary in the department's work in the future. He suggested that everything should be done to eliminate unnecessary work and to reduce to a minimum the cost of running the department. He stated that he thought the work of the past year had been necessary so that we might separate the wheat from the chaff and know what information was of value and what was not. Among the suggestions he made was the one that we should now get down to formulating a system whereby we could get a monthly cost report through the accounting department and for this purpose he suggested dividing the year into thirteen four week periods with a report being issued at the close of each such period. He stated that he was of the opinion now that whilst the getting of individual rates and making check-ups on same were costly they seemed necessary to provide the incentive for improved effort. He felt that the making of a profit by the company—which is shown every year or half year—is a matter too remote as an incentive to urge all individuals to do their best, and we, therefore, needed some system that will be easily understood and which whilst not working a hardship would also prove to be an effective in getting individuals and groups to do their best at all times. In reply to a question asked by Miss Franz, Mr. Chesney expressed the opinion that he did not think we should continue with the Standards work unless we could reduce very substantially the cost of operating the department.

The leader of the department made a statement in which she referred to the handicaps under which the department has worked for the past several months. One of these she explained was the fact that Goldie Sheets has been away sick for most of the last three months and further, she, herself, had been away at Llano and that she had devoted a good deal of her time to Publicity work, to the writing of Council minutes. She felt that she should be freer to direct the activities of the Standards Department if she is to be held responsible for the way in which the department functioned. There was very clear agreement with her statement expressed by several members of Council.

It was decided to refer the matter of determining what data should be obtained by the department to the Standards Committee for further analysis and request was made that the committee report to Council at the earliest possible moment. It was suggested that Mr. Chesney, Dorothy Nord Holt, and Jack Evans should get together on Saturday and discuss the work of the department and particularly the possibilities of simplifying the work now being done and of introducing such a plan as was suggested by Mr. Chesney with regard to monthly reports. This suggestion was approved of by consent.

A. D. Myers reported that the collection taken up among employees to enable us to send soups to the Danville strikers had reached the sum of $99.54. Only one or two of the salesmen had contributed to this sum but it was explained that they had only been written to a day or two before and had not had time in which to make replies.

The committee on committees reported through its chairman, Miss Franz, that it had recast the personnel of the Emergency Committee elected on December 5th, and the committee is now composed of the following members:

C. E. Franz, Albert Hines, Chloe MeHarry, W. Mullen, Ruth Janitz, Howard Herner, W. P. Hapgood, Maude Malcolm, W. H. Hines, Sr., Dorothea Nord Holt, A. D. Myers, Emma Bailey, Jack Evans, Baxton White, Herbert Stuvel.

She reported also that the Personnel Committee appointed for the purpose of considering non-co-operation had been appointed and the following members constitute that committee:

W. H. Hines, Sr., Harry Hershberger, Mary Lipferd, Chloe MeHarry, Jack Evans, Ada Turley, Robert Trueblood, A. D. Myers, Wm. Kalscheuer, Homer Shelley, Opal Hassenzahl, Russell Easley, Mildred Whicker, W. Mullen, Ethlyn Christensen.

It was explained that the committee on committees felt that this Personnel Committee was too large to function very effectively but that it—the committee on committees—had no jurisdiction over this matter and proceeded to carry out

the instructions of Council. It was explained that when two-thirds of this committee of fifteen were present at any meeting it can transact any business that comes before it.

The chairman of the Needs Committee, A. D. Myers, reported that the committee had considered two applications for consideration on the basis of special needs. The first was the case of Edna Fonseth presented by Chloe MeHarry.

The committee found that Edna has a very large measure of responsibility—which is shared by her sister Mabel—in supporting father and mother and a family of ten children. This responsibility had been increased very much of late because of the inability of her father to find work of any kind. The committee had investigated the case very thoroughly and made a recommendation to Council that a special needs differential of 10 cents an hour be paid Edna until such time as circumstances in her home change for the better. This recommendation was accepted by Council by unanimous vote.

The other case was that of Joe Watson. The chairman explained that Joe's father had become entirely dependent upon him and that he was advanced in years and in failing health. The committee decided to recommend that the company's health program be extended to Joe's father without cost. This recommendation was carried unanimously.

The chairman called attention to the number of letters that had been received from Llano Colony all bearing upon the fact that we had severed active connection with the Colony and had offered to present a report of our Survey Committee's findings to the Colony upon the condition that they publish this report in full in the columns of the Colonist. All of our letters to the Colony were read and a fairly clear picture of the state of mind of the participants on both sides was presented to Council through the medium of these letters and several talks upon the subject. It seems that our request to have our report published in the Colonist was regarded as being an unreasonable one and one with which the Colonists could not agree. The suggestion that our report be printed in leaflet form—together with the comments of the leaders of the colony—and distributed among Colonists and those who wanted information about the Colony together with a quantity being sent us, was put before the meeting but because of the lateness of the hour no decision was reached. The matter was deferred until our next meeting.

It was unanimously decided that in view of our production needs we would not hold our usual Council meeting on Monday morning, January 19th.

Meeting adjourned at 9:50 P. M.

C. C. Meeting, January 23

Chairman, Kenneth Lucas.

Minutes of the previous meeting were read, corrected, and approved.

At the request of the chairman, the treasurer, Howard Herner, made a statement showing the results of our operations for the six months ending December 31, 1930, and a comparative statement dealing with the same period for 1929. After Howard completed his statement a motion was put to the house that Father Maguire, president of St. Viator's College, Kankakee, Illinois, be asked to speak to us. This motion was seconded and it was carried unanimously.

Mr. Boyd Gurley introduced Father Maguire to the assembly. Father Maguire spoke for seventy minutes and replied to questions for a further period of thirty minutes. His speech dealt with current economic, social and political problems and with proposed solutions to these problems, and it was very well received by all present.

At the close of his speech, the chairman, on behalf of Council, thanked Father Maguire and Mr. Gurley for the deep interest they had shown in our organization and its operation as well as in the problems of industry in general.

Before adjournment a motion was put before the house to the effect that we hold a special council meeting on Wednesday evening, January 28th, so that we might handle the business left over from this meeting. This was seconded and carried unanimously.

Meeting adjourned at 9:35.

Regular C. C. Meeting, January 30

Chairman, Kenneth Lucas.

The meeting was called to order by the chairman and the minutes of the last meeting were read and approved.

The first order of business was a continuation of the discussion of the accounting department report covering our business activity during the first six months of the present fiscal year. Especial attention was paid to figures for lost time and for time used for educational and social purposes.

These figures represented the amount of time paid for in our regular payroll which was not used in regular plant operation and for which credit will be given to manufacturing processes when figuring production costs. Howard Herner explained how he kept these accounts under three groupings from records supplied by the Standards Department. A number of questions were asked about amounts of time used for various particular classifications and these were answered by the Standards Department.

General discussion was entered into concerning the amount of time spent in visits to our dentists and doctors, and the amount of time lost on account of personal illness and illness in the families of employees. No exact comparisons were available for comparable periods in 1929 or 1928 for specific classes of lost time because records were not kept at that time. General total figures, however, tended to show an increase in the time lost in 1930 over 1929.

The Health Committee was asked to analyze the health record for the two periods 1929 and 1930 to determine, if possible, whether our general health condition is improving or not.

It was suggested that, beginning with the next fiscal year, we keep our pension payments in a separate account so that this charge will not confuse other accounts. It was thought that we are now carrying enough pension time to make this advisable. This did not mean that we would need to draw upon our pension fund for payment just yet however.

Growing out of the general discussion on health a question was asked of the chairman of the Health Committee with respect to the payment of fees, connected with the case of childbirth, for Mrs. Fred Kleis. It appeared that Fred Kleis was not entirely satisfied with the way his case had been settled so far as the doctor bill was concerned but had made no complaint to the Health Committee about the matter nor asked for reconsideration by that body. He had mentioned the matter to some of his fellow workers on the floor of the factory, however, and one of them asked Council for an explanation of the case. Howard Herner, chairman of the Health Committee, explained the reasoning of the committee, giving the details, and stated the division of payment agreed upon. He added that Fred had been told of the committee decision and had said he was satisfied at the time.

After considerable general discussion it was left to Fred to decide whether he wished to have the Health Committee reconsider his case. He said he would like to have such action and it was so ordered.

The next item of business was the consideration of a request for a contribution to the Fellowship of Reconciliation (Latin American Division) to help pay the travelling expenses incurred by a Costa Rican student at Brookwood Labor College. This request was submitted by Chas. Thomson, Secretary for the F. O. R. in Costa Rica, to Cornell Hewson who, in turn, referred the letter to Council. The amount needed was $125.00.

After slight discussion it was moved and seconded that, while we are interested in better international labor relations, we do not contribute to this fund at this time. The motion was carried unanimously. The reason for our inability to aid this particular cause now was because of numerous demands made upon us by various other organizations to which we have contributed and are contributing.

The next item presented was a letter from Powers Hapgood, addressed to Council, on the general subject of non-cooperation. Powers wanted to give his views on this matter in the light of anticipated action of the recently appointed Personnel Investigation Committee and because of his prolonged absence on the West Coast speaking trip he wrote his impressions to Council. After the letter had been read there were a number of persons who commented on its contents and for the most part disagreed with the views of the writer as being too extreme. Since the letter was for the purpose of expression of opinion only no action was necessary.

It was announced by the chairman that the Personnel Committee had not had time to start its investigation as yet but expected to begin activities during the coming week.

A report from Dr. Burckhardt was read in which he recommended that a storm door be placed at the south entrance to the Peeling room in warehouse No. 5 to eliminate the cause of drafts as much as possible.

After slight discussion it was moved and seconded that the Health Committee be instructed to investigate the need for such a storm door and reach a conclusion about it. Council agreed to accept the decision of the committee in the matter. Motion carried unanimously.

The question of making a report to Llano Colony of the findings of the Survey Committee was again raised by the committee. There was considerable dis-

cussion on this matter and opinions varied as to the advisability of making any report at all in view of the correspondence received during the past month from the colony.

There was a fairly strong feeling in the group that we might be well advised to drop all negotiations and contacts with the colony and to make no formal report to the colonists at all. On the other hand it was thought that we ought to prepare and submit such a report in fairness to the colonists who were expecting us to and who were anxious to know our opinions, as well as to outsiders who were interested in colony activities.

It was finally taken as the sense of Council that the Survey Committee be asked to prepare a report of its findings and submit same to Council for approval. After such approval the report will be sent on to the colony.

It was reported that the fund recently collected for relief for Danville, Va., textile strikers now totalled $124.00 which sum was to be used to pay freight on soup to be sent as agreed upon. These goods will go forward next week and a report on the amount sent will be made at our next meeting.

It was announced by Josie Baker, for the Donation Committee, that two more baskets of food had been sent to needy families and that these had exhausted the balance of funds collected at Christmas time.

A special council meeting had been arranged for next Tuesday, February 3rd, from 7:30 to 9:30 A. M., at which time Sherwood Eddy would be our guest. Council was asked to approve this arrangement. It was moved and seconded that we have a special council meeting next Tuesday morning as arranged. Motion carried unanimously.

The next item of business was the reading of two letters regarding the general financial situation of the Riverbrook farm in which certain recommendations were offered for Council's consideration by Mr. Wm. P. Hapgood. The chairman explained to Council the reason for the request made by Mr. Hapgood and suggested that we give careful thought to the matter until our next regular council meeting at which time we will discuss the whole situation more fully.

The meeting stood adjourned at 9:30 P. M.

MUSTA BEEN TWO OTHER PERSONS

Cop: "Madam, didn't you see me hold up my hand?"
Woman at the wheel: "I did not."
Cop: "Didn't you hear me blow my whistle?"
Woman: "I did not."
Cop: "Didn't you hear me holler at you to stop?"
Woman: "I did not."
Cop: "Well, I guess I might as well go home. I don't seem to be doing any good here."

NO BARE FACED LIE

A Florida paper tells about a proprietor of a hot dog stand in Florida who sprays the bare legs of lady customers with a Flit gun when they drive up to his stand so they can eat and drink in peace while patronizing him. This is service with a squirt.

Grocer: "Don't you find that a baby brightens up a household wonderfully?"
Woman Customer: "Yes, we have the electric lights going most of the time

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"Does 'at smile mean you forgive me?"
"Stay away, boy; I'se just smilin' to rest mah face."

Prof.: "Wise men hesitate; fools are certain."
Pupil: "Are you sure?"
Prof.: "I am certain."

Mistress: "Can you serve company?"
New Maid: "Yes, either way.
Mistress: "Either way?"
New Maid: "Yes, ma'am; so's they'll come again and so's they won't."

"Did that young man kiss you last night?"
"Mother, do you suppose he came all the way up here just to hear me sing?"

Lawyer: "I must know the whole truth before I can successfully defend you. Have you told me everything?"
Prisoner: "Except where I hid the money. I want that for myself."

Jolly the fellow who is down today,
Give him a smile in his sorrow:
For the world you know, has a funny way,
And you may be down tomorrow.

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.

—Shakespeare

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THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

75

CHILD LABOR

Those members of classes who have recently been discussing the question of the ways in which the government can help the workers more, have felt that one of the things which needed the attention of the state or federal government was child labor. In that connection a bill which has been introduced in the state of New York with regard to child labor is interesting, and a statement about it is reproduced here from the Information Service published by the Federal Council of Churches:

A bill was introduced in the legislature of New York State to raise the school-leaving age from 14 to 15 years. It is sponsored by the New York Child Labor Committee.

The minimum age for industrial employment in Ohio and Montana is 16 years, and in Rhode Island, Maine, Michigan, Texas and California, 15 years. Massachusetts now has a bill pending to raise its school-leaving age from 14 to 15 years, and Pennsylvania will be asked this year to adopt a 16-year minimum as urged for the entire country by the recent White House Conference on Child Health and Protection, called by President Hoover.

The New York Child Labor Committee believes that school-leaving age should be raised to 15 years to give children another year to develop physically and to put them in better condition to stand the strain of eight hours' toil. Many children of excellent mentality leave school because their parents fail to recognize the value of vocational or high school training and are content that their boys and girls have satisfied the present moderate legal requirements. But children who now leave school at 14 find only the poorest kind of jobs—mostly errand, delivery and clerical work. The sponsors of the bill believe that these would profit from at least one year in a vocational or high school. Furthermore, the younger they are, the more they are subject to accidents. Lieutenant-Governor Herbert H. Lehman, on January 2, 1931, gave out figures obtained from the New York State Department of Labor which indicate something of the relative risk to which they are subjected in industry. "Counting only those where the accidents were serious enough to entitle them to workmen's compensation, official records show there were 2,445 children in New York State under 18 years of age who were victims of work accidents during the year ending June 30, 1930. Twenty-five of these died as a result of the accident, and 339 sustained permanent injuries which caused partial disablement. Although most of these were over 14 years of age, the grim record shows among them, one 10 years old, two 11 years old, four 12, four 13, and forty who were 14 years of age."

In times of unemployment, elimination of 14-year-old wage earners would make more jobs for older children, and the committee estimates that the higher minimum employment age would release to older brothers and sisters 10,000 jobs now being taken by children leaving school at 14 years of age.

Many members of the classes also believe that the limitation of working hours is another way in which the government could help workers more. According to "Labor's News," the Federated Press news sheet, Illinois and Pennsylvania have both discussed this matter in their

recent legislative sessions. The paper reports that:

(F. P.)—The fight to take Illinois out of the column of dark states for women workers through enactment of a women's 8-hour day law has progressed to the committee hearing stage in the House of the general assembly.

Confident that efforts of twenty years for passage of the bill will be crowned with victory this time, Chicago and state labor officials, joined by social welfare workers and economists, appeared before the committee on industrial affairs to argue for a favorable recommendation.

Indications were apparent, however, that reactionaries represented by the manufacturers associations will put up a bitter fight to defeat the bill.

The Illinois Manufacturers Association, enemy of all labor legislation, is again actively lobbying against the bill.

But labor feels victory is at hand this year. The unemployment situation is seen as an additional weapon for forcing the bill's passage. The bill's advocates find it difficult to see how, in the face of the great unemployment in Illinois, a measure for reducing women's hours can be blocked.

Victor A. Olander, secretary, state federation of labor, dubs the opponents "the bolshevists of American industry," arguing that on health grounds alone, women should not be permitted to work more than eight hours.

In Pennsylvania, efforts in behalf of a 44-hour bill for women have also been met with great opposition. The following account from the Federated Press shows the attitude of some employers to such legislation:

Harrisburg, Pa. (F. P.)—"Until we hear some real hollering from the workers and see some real rioting, we won't believe that there is any amount of suffering," said an employer of labor, discussing with several labor representatives the hearings at the Pennsylvania state capitol on the 44-hour bill for women in industry. "We won't do anything until the people do something. All the shouting that goes on now is just the noise of a crowd of professional agitators and charity workers."

Robert Haight, highly paid lobbyist of the Pennsylvania Chamber of Commerce, discussed the hearings in the ante-room of the House of Representatives with Mrs. Evelyn Binns, of the National Women's Trade Union League.

"Let the workers starve if they don't want to work the fifty-four hours," said Haight. When Mrs. Binns asked him over to be sure she had heard aright, Haight repeated before a score of witnesses, "Yes, let them starve."

The prosperous Curtis Publishing Company of Philadelphia, open-shop publishers of the Saturday Evening Post and the Ladies' Home Journal, sent to the hearings a woman representative who testified that rather than reduce hours of its women employees from forty-five to forty-four a week, the company would fire them all and hire men instead.

Miss Maud Giles, claiming to represent the Duplan Silk Company of Hazleton, Pa., said that under the shorter work week the company would have to speed up the workers. She thought they would expend less energy under the present ten-hour system. She did not point out that the company under the ten-hour system had been speeding up the workers, anyway, nor that the mill's employees, who recently all joined the United Textile Workers of America and got an agreement, were solid in favor of the bill.

P. Henderson, associate secretary of the Taylor Society, pointed out the needlessness of long hours and supported the bill strongly.

In contrast to the attitude of employers as expressed in the above statements, it is interesting to note that the United States Government favors a 44-hour week for its employees. A few weeks ago President Hoover signed the Saturday half-holiday bill for all federal employees.

HIS EFFORT

A schoolboy was told to write an essay of a hundred words on "Motoring."

He wrote: "We went out in our car the other day. The car broke down. The other 87 words are what Dad said."

AIM AND OBJECT

A woman who fired three times at her husband without hitting him, and then turned him out of the house, wants him to return.

She misses him so.

PLAN INDUSTRY OR QUIT, CHURCH WARNS

Washington—(FP)—If the present capitalist order, based on the private profit motive, cannot quickly adapt itself to social control of industry, so that workers will be guaranteed against the misery of recurring unemployment, it must give way to a better social order—and the sooner the better for humanity.

That was the sentiment voiced at the dinner meeting which closed the two-day Conference on Permanent Preventives of Unemployment, held jointly by the Federal Council of Churches, the National Catholic Welfare Conference and the Central Conference of American Rabbis. Dr. Harry F. Ward, Union Theological Seminary, Rev. John A. Ryan, social action department of the National Catholic Welfare Conference, and Rabbi Edward L. Israel, Baltimore, were the speakers for the respective church groups. Hundreds of trade union officers, social and religious workers applauded.

Ward declared that because the wealth and population placed at the disposal of an irresponsible competitive capitalist system in the United States is far greater than in any other industrial nation, the cycles of unemployment with their attendant disaster to the people must be more extreme in their social injustice here than abroad.

Lack of purchasing power in the majority of the community, and excess power for purchase bestowed upon a small minority, he called the basic technical defect in the competitive capitalist system. But because it is a defect which destroys social order it creates a moral problem.

"Unless this defect in your social order can be corrected," he cried, amid loud applause, "that order will pass out!"

Ward scathingly referred to the Waddill-Catchings volume "The Road to Plenty," as "starting out with the assumption that you cannot touch the profit motive without wrecking society." And he took the first shot at James E. Edgerton, president, National Association of Manufacturers, who during the afternoon session had closed a typical baron talk with advice to Americans to "go down on your knees and pray, lifting up your eyes to the heavens, with the Bible under one arm and the Constitution under the other."

The spokesman for the Federal Council of Churches suggested that under such circumstances, when someone was hanging around who obviously had no good intentions, it was better to keep one's eyes on the collection.

"You have not only the duty to build up from the bottom of the economic scale, but to cut down from the top," Ward urged. "There is no way out until you reduce the living standards at the top and raise them from the bottom. That is a big job. But the church people have an even bigger job. We must kill the god of the machine—the falsest and cruelest god in all the long history of false gods that have been imposed upon mankind."

Ryan asserted that neither the pledge to keep all workers employed or to maintain the 1929 wage rates had been lived up to. He dismissed as "childish and worthless" the few replies that came from a recent inquiry to the 57 men whom James Gerard named as the real rulers of America, as to what could be done to escape from the economic depression. Julius Barnes' recent article on "The Road to Better Times" was described by the famous Catholic economist as "mere verbal fog." Business brains are bankrupt in this crisis, he found.

Bitter in his allusions to "men in high places" who hide behind "shallow theories of the sanctity of voluntary relief" while women and children starve, Ryan insisted that at least half a million men could be put to work immediately on public construction jobs, if there were a will on the part of the government to have this done.

He said that $5,000,000,000 worth of public works were required to be provided now, so that 1,000,000 unemployed men might be given work for a year, and that the materials for this construction might be purchased.

He challenged Congress and President Hoover to face their duty, after a neglect that is "a damning indictment" of the government. Finally, his demand for a special session of Congress was loudly applauded.

Rabbi Israel summed up the demands of the situation: absolute guaranty of employment at a living wage; breaking down great wealth by inheritance tax and surtax; social control of industry.

Whoever produces anything by weary labor does not need a revelation from heaven to teach him that he has a right to the thing produced.—Ingersoll.

HOW TO SEE RUSSIA

Cynthia Mosley

I made up my mind that the best way to visit Russia was as simply and unobtrusively as possible and so, although I was asked to join some official parties that were making a trip there this summer, I preferred to go alone with a woman friend, unescorted and unheralded.

I find so many people say "Oh! Of course, you will only see what they want you to see in Russia—you are only shown the best and all the rest is hidden carefully away," and so on. I should like to say from the outset that that is not so. I was in the country over a month; I made all my own arrangements, went wherever I wanted without let or hindrance, and saw everything I wanted. No attempt was made to prevent me seeing anything or going anywhere.

I went by Italian boat from Constantinople, landing in Russia at the Port of Batoum. I had engaged the services of an interpreter to meet us at Batoum to cope with necessary details, such as trains, telegrams, hotels and the rest, and I must say she did her part of the job nobly. We always got tickets on the trains, rooms in the hotels and food in the restaurants. We travelled from Batoum to Tiflis by very comfortable train. From Tiflis we had a magnificent two days' trip by Soviet 'bus through the heart of the Caucasus along a very good road right through the wildest, most mountainous country. Besides the glorious scenery I was intensely interested to notice everywhere signs of great activity: large-scale electricity enterprises, dams across the rivers to ensure water power, in the villages far removed from railways and large towns there were already schools and hospitals erected and in use. The tribes in these parts were very wild and primitive, but all had been caught by the prevailing enthusiasm. Discussion of the Five Year Plan was as keen as in other more get-at-able districts.

Back from the country regions we booked passages at Batoum again, this time on a Soviet holiday ship taking some 2,000 workers on a holiday jaunt round the Black Sea. I may say here in parenthesis that every worker in the U.S.S.R. has a month's holiday with pay. My friend and I and four Germans were the only foreigners on the ship, and we spent a very enjoyable few days mixing with every conceivable category of Soviet citizen. There were gypsies and generals, engineers and peasants, factory workers and brain workers. We were fortunate in finding people who could speak German and English, as we had been fortunate in the 'bus in finding a woman who spoke French, and so we were able to have many interesting conversations and really get an idea of what the people were thinking.

All along this very beautiful coastline are large palaces and villas which belonged before the Revolution to the nobility and the Royal family. They are now used as rest houses, holiday homes and sanatoria, etc., and are packed throughout the year by workers on holiday and cure. I went over a great many and was impressed by the real atmosphere of happiness and the scrupulous care with which they were all kept. Carefully mown grass and brilliantly gay flower beds struck me particularly. People who say Russia is a sad, gloomy country where no-one ever smiles should visit the coast and see for themselves the thousands of happy, healthy families enjoying themselves in the sun. From the sea coast at Sevastapol we took a train North travelling hundreds of miles to Kharkovo, Kiev, Moscow and Leningrad.

So much for the actual route, and I will now try and give you a general impression of what I saw and did. I would say first and foremost the most noticeable thing was the terrific enthusiasm for the new idea—the new system. Secondly I felt I was witnessing a country "getting a move on" that makes the efforts of other countries since the war pall into insignificance. Activity — reconstruction —rebuilding: everywhere a desperate desire to help and assist, a keenness and aliveness that was good to contemplate. The Five Year Plan is discussed everywhere; no-one seems to think of anything else. Men, women and children were absorbed by it. There was much criticism and sometimes grumbling, but undeniably the prevailing spirit was enthusiastic and optimistic.

Then I was conscious, especially in the South, of the strange blending of ancient and modern. For instance, travelling through country districts you see first an old man following a wooden plough drawn by an ox along a narrow strip of land, slowly, arduously sowing—ploughing only a very small bit after hours of toil, and then you will come upon a whole tract of land where the peasants are co-operating in a State-controlled or Co-operative Farm. There you have great tracts of country being ploughed, sown and reaped by the latest machinery from U.S.A. Gigantic tractors whir up and down dragging sometimes as many as twenty agricultural machines behind them, doing in a few hours the work of scores of men over lengthy periods. On these farms they employ shifts and work day and night.

The next thing that strikes one is the magnitude of their ideas—no half measures, no niggardliness. Colossal factories, enormous apartment houses, really wonderful workers' clubs, on a scale that just takes one's breath away. Another side I was intensely interested in was the cultural, and I found it has been amply realized in Russia that as modern invention and machinery tends to make the worker in his or her working hours more and more of a machine, as the monotony grows and labor becomes more and more standardized, it is absolutely necessary to reduce working hours as much as possible, which they are trying to do. The normal working hours in Russia are seven, from 9 a. m. to 4 p. m., and in heavy industry six, and the leisure hours of the worker are made as attractive as possible to give relief. And so you have the great growth of clubs and the extra diversion of theatres, cinemas, athletics and other forms of communal relaxation. The whole outlook socially, morally and physically seemed to me different from our own.

You must remember there are no class distinctions, every child goes to the same sort of schools (and very good they are too, splendidly built and equipped) and is taught science and economics from eight years of age. All sex limitations are removed. marriage and divorce are both very easy, with the result, I am told, that there are no brothels nor prostitutes. The relations between men and women and relations between parents and children seemed to me excellent. Women have absolute equality. It may interest readers to know that so literally true is that statement that when I was in Leningrad I saw one day a splendid creature approaching in full General's uniform. On closer view I saw it was a woman walking along in a khaki coat, blue breeches, cropped hair, but she had a child hanging on to either hand. Talking of Generals, I saw another unusual sight in Tiflis—this time a man General in full kit wheeling a pram! The Attorney General in Russia is a woman, and many other important posts are held by the so-called weaker sex.

I visited prisons, children's colonies, where the vagrant children have been collected, law courts, etc., and I found everywhere this new atmosphere. The prisons are amazing: run by the prisoners, having a five day week as elsewhere, with a day off and a month's holiday with pay, and I gathered the results were extremely satisfactory.

Actually as to conditions, as far as I can judge I should say for the vast mass of the people they were unquestionably better, and when I say that I want you to take this into account. I do not only mean materially better, but mentally, psychologically, the change is extraordinary. I talked to peasants, factory workers, etc., and was conscious of an enormous emancipation, a liberty; no more of the slave conditions, the inferiority complex which not only Russians had, but a great many workers in all parts of the globe still do suffer from. No employer and employed atmosphere, and in exchange a general pulling together for the common good.

They are not starving, though undeniably going short—and very short—in some districts of things like butter, eggs and meat. Plenty of bread and green vegetables are available. The shortage is owing to two factors: deliberate sabotage and destruction of livestock by Kulaks and the sending of exports abroad. Owing to no country in the world being willing to give Rusia credit she has to export goods in return for certain manufactured goods she must import in order to carry on. The wheat, which in capitalist phraseology she "dumps" on other countries is actually sold at an economic price owing to the fact that they produce so cheaply at these new large scale State farms. I should like to refer to the excellent clinics, hospitals, creches and kindergarten I saw; every factory being equipped with the two latter, in which mothers who work leave their children.

I was always able to get enough food myself and prided myself after the first few days on not only getting enough, but on not being cheated. Of course all Russian workers have their ration cards and get everything for less than a foreigner. Instead of going to the obvious places for our food or buying in the open market, where if you are a simpleton you are severely swindled (and why not if you are so foolish?) we used to have our meals or buy our food in Co-operative and factory kitchens. Every factory has its kitchen in Leningrad, and I had one of the best meals you can imagine—soup, meat, carrots, potatoes, tea and a cake for 30 kopecks, about 14 cents. The reason it was so cheap was that this partic-

ular kitchen served 45,000 meals a day and was a miracle of efficiency and organization. After I had finished my lunch a charming, rather shy young man asked if I had enjoyed it (I can assure you, it was in no way different from any of the other 44,999 meals—don't please think I got anything extra). I asked who he was. He was the manager, aged 24! Not only had he to take into account the sheer bulk of what was necessary every day, but study the science of proper vitamins and proteins in his daily menu!

I need hardly say that if one knows no better, takes no trouble to find out, goes to the large tourist hotels and makes **no** arrangements then you may be charged fantastic prices. It may interest readers to know that this trip of mine from Constantinople back to London, travelling first or second class very comfortably the whole way, having always a good room, frequently with a bath, and including the hire of several cars and all my food, cost me about $325.00 for five weeks, and that included some purchases.

It was one of the most absorbing and interesting trips I have ever made stimulating too. I would not have missed it for the world. Anyone who can, should visit Russia; to let such an unparalleled attempt go by unnoticed is foolish and ridiculous. There are many sides one deplores at the moment: there is often cruelty, ruthlessness, and injustice, but as an attempt to create ultimately something fairer, juster and more effiecient and more suited to a new age it is compelling of one's attention. Obviously their methods are not ours, nothing could be more different than the English and the Russians—our problems were not theirs and vice versa. But the one lesson we can and should learn from them is this: The necessity and wisdom of finding the common spark to light and unite our people in their own way and according to their own conceptions in a really great attempt to get out and beyond the stagnation, the muddle, the failure of our present social, industrial and economic system, and to form another, more efficient, more successful, juster and fairer.

—Reprinted from Reconciliation, Feb., 1931.

Honesty of thought and speech and written word is a jewel, and they who curb prejudice and seek honorably to know and speak the truth are the only true builders of a better life.—John Galsworthy.

THE CHRISTIAN CENTURY AND MR. HEIST

The following is culled from the liberal journal, "The Christian Century."

It is reproduced here because we feel sure most of our readers and all employees of the Columbia Conserve Company will be deeply interested in what a journal of the standing of "The Christian Century" has to say of our new associate, Mr. A. A. Heist.

"An item in our news pages this week informs our readers that 'The Christian Century' is losing the services of one of its ablest special correspondents. The Rev. A. A. Heist, after five years as pastor of Grace Methodist Church, Denver, is leaving that pulpit. Ordinarily such an event, while of news interest, would hardly be accounted a subject for editorial comment. Yet Mr. Heist's departure from Denver does deserve more than passing attention, for he is leaving not to accept another pulpit, but to become a part of the organization of the Columbia Conserve Company of Indianapolis. This is the famous canning company which, operating in a highly seasonable industry, has succeeded in establishing almost complete stability of employment with a higher degree of genuine industrial democracy than is to be found in any other conspicuous business enterprise in this country. And Mr. Heist goes into the ranks of the workers in this venture as a means of enlarging and deepening the preaching of the social gospel to which he has devoted his life. He feels that much which the pulpit says about the application of the principles of Jesus to modern industry is heavily discounted because of the preacher's lack of industrial experience. Accordingly, he joins this co-operative enterprise which Mr. William P. Hapgood and his associates have brought to national notice in order to give his future preaching the authority of actual demonstration. Arrangements have been made whereby a large part of his time is to be given to preaching, to speaking before church groups, and to lecturing in theological seminaries and colleges. It will be interesting to see to what an extent the effectiveness of such a man's ministry is increased by the shift from a pulpit in a church to a pulpit in a canning factory."

In my riotous but idealistic life, I have always seen the "lost cause" win, the "crank" to be right, the "rebel" to be justified, and contemporary public opinion invariably wrong.—C. R. W. Nevinson.

UNEMPLOYMENT INSURANCE

THE UNEMPLOYED BAKER PAWNS HIS CLOTHES FOR BREAD.

THE UNEMPLOYED SHOE WORKER HAS NO SHOES.

THE UNEMPLOYED TEXTILE WORKER NEEDS WARM CLOTHES.

WHEN MACHINES DON'T WORK:
Their OWNERS take care of them.

Their OWNERS can collect dividends out of the surplus piled up in good years.

BUT—

The WORKERS can't collect dividends out of the surplus their labor has piled up.

The WORKERS go cold and hungry; they lose their homes.

Industry and State must pay wages to the workers when the machines stop.

DEMAND UNEMPLOYMENT INSURANCE.

These statements, illustrated by very vivid pictures, appear on the back of a window card which also gives the following information:

DRAFTED IN THE ARMY OF THE UNEMPLOYED—
7,000,000 WORKERS.

THE GOVERNMENT INSURES THE SOLDIER—He Fights Its Wars.

THE GOVERNMENT SHOULD INSURE THE WORKER—
He Creates Its Wealth.

WE DEMAND UNEMPLOYMENT INSURANCE.

These cards have been printed and distributed in many of the cities of the country by the League for Industrial Democracy for the purpose of creating public opinion in favor of unemployment insurance.

Last month Miss Mary Fox, Executive Secretary of the L. I. D., visited the Columbia Conserve Company, and in a meeting of the workers stressed the importance of their participation in such educational efforts. She felt that Columbia employees were particularly fitted to talk with people about unemployment insurance because they know, probably better than any other group of workers in the country, what it means not only to have a job, but to be assured their usual weekly pay checks despite the depression, and it is the task of those who have employment under such conditions to use their efforts in the direction of securing similar security for those of their fellow workers who are the victims of the wrongs in our present industrial order. Creating public opinion in favor of unemployment insurance would, of course, be futile were it not accompanied by an effort to get a bill introduced into the state legislature, and Miss Fox felt that some of the people at the Columbia should also accept that as one of their responsibilities.

While it is of utmost importance that every effort be made to see that in the future workers shall be insured against starvation when their jobs cease, it is also imperative that relief be given in the present situation. For that purpose the L. I. D. has published a magazine called "The Unemployed," the purpose of which is to stimulate "constructive discussion of the unemployment problem, and to provide unemployed men and women who sell the magazine some source of income." Miss Fox suggested that the sale of these magazines might be more profitable to the unemployed of Indianapolis and the public than the apples which the jobless now offer those who have money to pay for them.

The group felt that the activities outlined by Miss Fox were valuable and that they should be supported by all those in the organization who wanted to share in relieving both the distress of the present and the insecurity of the future. In order to insure the greatest efficiency in handling the matter, a small group was selected to meet with other interested people in the city, and from that group a committee of seven was chosen whose task it has been to distribute 1,000 copies of the magazine among men who were out of work, and to see that interested people distributed window cards.

One of the articles in the magazine "The Unemployed" is written by John Dewey and appears under the title, "The Jobless—A Job for All of Us." Through the plans presented by Miss Fox, the Columbia Conserve workers have been given an opportunity to share in that job.

Idleness is the worst expression of waste, whether the idle people are rich or poor.—J. R. Clynes.

Current Events

By the Man in the Street

One of our best minds, Mr. Legge, is resigning from the Federal Farm Board with wheat at 75 cents. When he accepted the position, wheat was only a little over $1.25.

* * *

Won't somebody please tell the members of the Federal Farm Board that they are not to relieve the farmer, but to give him relief.

* * *

Any world-wide economic system that produces twenty million unemployed may be producing its own gravediggers.

* * *

If communism ever succeeds capitalism, it will not be due to agitators and propaganda, but because capitalism proved itself incompetent to provide security for the people.

* * *

Maybe one reason Mr. Legge resigned is because it happened to occur to him that the eventual selling of the Farm Board's wheat and cotton will probably depress prices as greatly as its purchases stimulated prices.

* * *

Congress has adjourned, but still we have seven million unemployed. When politicians promise to help the idle, it is mostly idle talk.

* * *

The Federal Farm Board is advocating curtailment of cotton and wheat acreage, but has the board any idea as to what extent curtailment is likely to stimulate production abroad?

* * *

Population in the United States increases at the rate of about 1¼ per cent per year. Total physical production increases at a rate of from 2½ to 3 per cent per annum. But from 1924 to the lows of 1930, the market value of the securities of American Can increased 654 per cent; Consolidated Gas, 257 per cent; General Electric, 343 per cent; General Motors, 463 per cent; Public Service of New Jersey, 500 per cent; International Nickel, 664 per cent, and General Foods, 366 per cent.

All of which is just swell, except that it overlooks the minor detail of keeping the consuming customers solvent.

* * *

"The current depression is characterized by a disconcerting duration," said the expert who in November, 1929, predicted the whole thing wouldn't last over ninety days.

* * *

The Federal Farm Board may not be able to secure curtailment of wheat acreage, but it has been highly successful in curtailing our valuable wheat and flour export business, the annual turnover of which is—or was—close to a billion dollars.

* * *

Asks Barron's: "Are the people of the United States producing all the goods that they desire to consume?"

Well, hardly. Do people desire hunger and want? Do people desire lack and poverty?

* * *

And again Barron's asks: "Have we reached the limit of consumption?"

Perhaps. But if we have, it might be well for our best minds to try to discover the cause of limited consumption. Timidly and with more or less trepidation, "The Man in the Street" would like to offer the suggestion that it is quite probable that limited consumption is produced by limited purchasing power.

* * *

"Business Faces High Selling Costs," says a newspaper headline. If we increased the purchasing power of the American people, it might decrease the selling costs of American business.

* * *

The high cost of living has been replaced by the high cost of selling.

* * *

Low purchasing power, high selling costs. High purchasing power, low selling costs. Wouldn't it be nice if purchasing power was high enough to enable American industry to turn sales and advertising departments into order-taking departments? Wouldn't it be fine if management could devote all its time to production and eliminate selling problems?

* * *

The trouble with prosperity forecasts is that they are all made by the same experts who in the summer of 1929 were predicting that we were in a new era and would never have another panic.

What ever happened to the campaign to raise ten million dollars for the American Red Cross? With close to 30,000 millionaires in this country, there should be at least 100 of them who could afford to give a million dollars each as easily as the average person could afford a dollar.

Permitting the campaign to fail not only represents greed, indifference to human suffering and criminal negligence on the part of our 30,000 millionaires, but it represents stupidity.

For even many conservatives are coming to the conclusion that the only way to save the wealth of the classes is to increase the wealth of the masses—not simply as a matter of sentiment and philanthropy, but strictly as a matter of good business and sound economics.

* * *

Metamorphosis of a man—1929: Herbert Hoover the Great Engineer. 1930: Hoover the Hapless. 1931: Herbert the Helpless.

* * *

And let that be a lesson to us!

* * *

The first panics under the present economic system were confined to individual industries, one industry at a time. Later, along about 1825, depressions of national scope developed, one country at a time. Now for the first time, we have a world-wide panic. Did the Golden Age of private capitalism end with the World War?

* * *

With 87 per cent of our wealth in the hands of only 13 per cent of our population, capitalism would seem to be very efficient in abolishing private property—at least for the majority of the American people.

* * *

And we used to think it was communism that wanted to abolish private property.

* * *

This is a funny world. Those who acquire property do not work. And those who work do not acquire property.

* * *

"The President Vetoes Government Operation of Government-Owned Muscle Shoals Plant," runs a newspaper headline. Letting private interests muscle in on public property?

Hobo: "Lady, I don't know where my next meal is coming from."

Lady of the House: "Well, this is no information bureau."

QUIEN SABE?

Within a month after a young woman swam the English channel, four or five others performed the feat.

Why is it that once a record has been established, it is to be quickly equalled or broken?

Heywood Broun, the writer, suggests that the knowledge that a thing can be done is the chief incentive to its accomplishment.

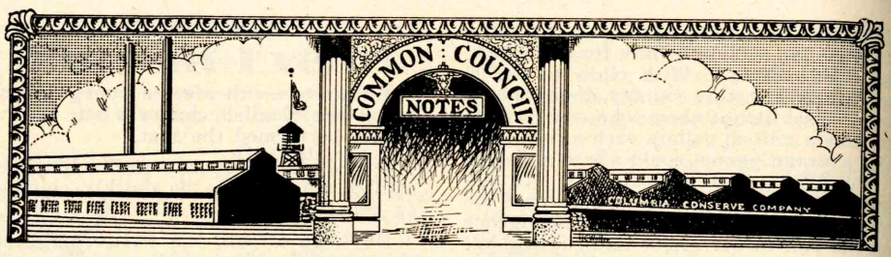
"At the present time," says Mr. Broun, "no one has ever run a mile in four minutes, but someone will within the next 100 years, and after him will come a flock of four-minute milers." Until Babe Ruth showed it was possible to knock out fifty home runs in a season, all players were satisfied with fifteen or twenty, but now several players in the minor leagues have approached or bettered Ruth's mark."

The first insurance salesman to write a million dollars of business in a year stimulated dozens to equal and vastly surpass this record. Another agent sold, let us say, one hundred policies within a month. No sooner had this record been given publicity than reports came from all parts of the country that it was being beaten.

Apparently once a thing has been done, the doing of it by others becomes infinitely easy. Example is the most powerful of all stimulants.—Imperial Type Metal Magazine.

Last fall a union of co-operative workers was formed and now has a membership of 300 employees from co-operative societies, particularly in the Northwest. The chief object of the Co-operative Workers Union is, according to its constitution, "to unite all the wage workers of the co-operative movement to protect themselves by united action," and they desire also "to promote and support other labor unions in the class struggle." The constitution states further that "Union members shall do their best to have all labor disputes settled in a peaceable manner, without causing injury or hardship to co-operative organizations which are mainly promoted and supported by the workers and farmers." Only actual wage workers of the co-operative movement may be members.

It is difficult to free fools from the chains they revere.—Voltaire.



Regular C. C. Meeting, Friday, Feb. 6

Chairman, Ken Lucas.

The meeting was called to order at 6:45 P. M. by the chairman and the minutes of the last regular meeting were read and approved.

The chairman reported that the shipment of goods for the Textile Strikers of Danville, Va., had been delayed again in order to allow time for checking through some more soups which were thought could be included. The Production superintendent promised that the goods would be ready for shipment the first of next week.

The next report was from the Health Committee, submitted by Howard Herner, chairman. He stated that the case of Fred Kleis had been reviewed as Council directed and that the recommendation of the committee was to allow the arrangement to stand which had been accepted last Fall. It was moved and seconded that we accept the recommendation. Carried unanimously. It was explained that Kleis had been interviewed by the committee and he understood and accepted the decision.

It was recommended that a storm door be placed at the south entrance to the vegetable peeling room in Warehouse No. 5. The committee had investigated the matter and approved the suggestion made by Dr. Burckhardt. Moved and seconded that we accept the recommendation of the committee. Carried unanimously.

It was reported that a working arrangement had been made whereby L. C. Wood and Chas. Ditchley would each work half day at miscellaneous janitor service alternating with each other. Both had been recommended for pension by Dr. Burckhardt but each were to be permitted to work part time at light jobs chiefly because of the mental satisfaction such an arrangement would provide.

Although Martha Stader had been away from work for the past 12 weeks on an indefinite leave of absence recommended by Dr. Burckhardt there was as yet no recommendation suggested by the doctor that she be placed on pension. This latter information was given to Council because several people had asked questions concerning this case.

The next order of business was a report from the Needs Committee, by Arlie Myers, chairman. After careful investigation of facts and figures submitted to the committee by Catharine Steinmetz with respect to her needs it was recommended that we pay her a pension of $10.50 per week. Medical care would continue to be supplied by the company.

In response to questions it was explained that the amount recommended was intended only as an independet maintenance for Catharine and did not include an allowance for partial support of her mother. The reasoning of the committee on this point was that a sister now on our active payroll should assume the responsibility for the necessary care for the mother and if she found that additional funds were needed she could apply to the Needs Committee for consideration.

It was moved and seconded that we accept the recommendation of the committee. Carried unanimously.

Jack Evans reported that there would probably be a disability allowance granted on the group insurance policy which Miss Steinmetz carried but final papers had not been sent as yet.

The question was raised next as to whether a person who worked a limited number of hours per day on account of physical disability, by order of the Health Committee and approved by Council, and this limitation was a permanent arrangement or part time pension, should be referred to the Needs Committee for consideration of his income.

There was a long general discussion on this question and opinions varied from the belief that a limited working day required reconsideration of income from the stand point of needs to the view that a person ought not to be so considered unless he was on a full time pension.

Finally it was moved and seconded that when the Health Committee recommends, and Council approved the recommendation, that any individual may not work more than four and one-half hours each working day as a permanent arrangement that his case be referred to the Needs Committee for consideration of his income. Carried unanimously.

A question was asked as to whether this motion was applicable to the cases of L. C. Woods and Chas. Ditchley who had been put on such a working schedule last week. It was moved and seconded that the cases of Woods and Ditchley be referred to the Needs Committee for consideration of their incomes. Carried unanimously.

The next item of business was a further discussion of the application for employment with us of Mr. H. C. Walter of Mooreland, Indiana. A letter from Mr. Walter concerning this matter had been read to Council at a recent meeting but because of lack of time the application was tabled for later consideration.

Mr. Walter has special training and ability as a commercial artist and wanted to do work in that line for us if that were possible. It was his opinion that we might be able to use his services in connection with our advertising and publicity program. He listed other qualifications for general work which he possessed by way of previous experience and stated that he was quite willing to do anything at all during such time as his artistic talents weren't required. He gave his age as 44 years, in good health, and said he was married and had four junior children to support.

There was general discussion of the application and Jack Evans gave a brief summary of Mr. Walter's abilities based on slight personal acquaintance with him and his work. It was Jack's opinion that Mr. Walter was a good artist but that he lacked imagination.

Mr. Wm. Hapgood stated that we did not need the full time services of a commercial artist in our publicity department and that it was very essential that whoever did work for us in that field should have a keen imagination. There was general belief that we do not need additional casual help at this time.

It was finally suggested that although we do not need the services of Mr. Walter now it might be well to submit some work in our publicity field to him for a sort of preliminary test of his ability as an artist and of the keenness of his imagination. It was the sense of Council that Jack Evans should write to Mr. Walter and explain the whole matter to him clearly and fully so that he would not be under any misapprehension about the whole situation.

The next item presented was a letter from Rev. Aaron A. Heist of the Grace Community Church of Denver, Colorado, in which he explained in detail his reasons for wanting to enter the employ of our company and the circumstances under which this might be possible. The letter was addressed to Mr. Wm. Hapgood and was in response to an offer of a salary position with us which Mr. Hapgood had made to him while in Denver the latter part of January.

Mr. Hapgood explained to Council the reasons for the offer made to Dr. Heist. The chief emphasis was placed on the possible effectiveness which it is believed he would have as a member of our Publicity Department filling speaking engagements before liberal groups and in addition he could be of considerable assistance in our own education work.

Council approved the action of Mr. Hapgood in offering a salary position to Dr. Heist in the Publicity Department and because of a request for consideration of special needs in the letter received it was moved and seconded that his case be referred to the Needs Committee and a recommendation returned to Council at our next meeting as to the amount of salary to be offered him. Motion carried unanimously.

It was explained that Dr. Heist would be accepted subject to the usual medical examination and that if satisfactory arrangements are agreed upon as to salary he would be free to come here about the end of February. He will work in the plant wherever he may be useful during such times as he is not engaged in publicity work.

The Council reaffirmed its consent to have Mr. Wm. Hapgood offer salaried employment to persons in distant places when he thinks such persons are well qualified for positions in the sales and publicity field and we have need of their services.

It was reported that due to pressure of work in the plant it was not possible to hold a Council meeting on Monday morning, February 9th.

After some discussion about general plant activities it was moved and seconded that we hold the usual Monday morning Council meeting on February 16th. Motion carried.

The next matter presented was further discussion of the farm situation which Mr. Hapgood had explained by letter. The letter was re-read and a number of questions regarding the farm were asked and answered. Mr. Hapgood answered most of the questions which were asked and a few of the older Council members recalled the circumstances of the change of management of the farm from the company to Mr. Hapgood in 1925.

No lengthy discussion was entertained because Mr. Hapgood preferred to have the discussion take place in his absence.

The matter will be presented at a later meeting and gone into thoroughly.

A brief report was made by Arlie Myers with respect to the work being done by the sales demonstrators.

Another short report was made by Ethlyn Christensen as secretary for a committee recently appointed in the interest of helping establish a local distributing unit of persons to carry on work promoted by the League for Industrial Democracy in relation to the general problem of unemployment. Magagines were sent by the L. I. D. and at least two men were on the job of selling them as outlined by Miss Mary Fox—a League representative who was here recently. More information will be forthcoming as the work progresses. It was urged that all Columbia people get behind the committee and buy these magazines as a first step in the program. The money obtained would be used to underwrite unemployed salesmen of the magazine—thus helping them to get a start in the work.

The meeting stood adjourned at 9:30 P. M.

Regular C. C. Meeting, Friday, Feb. 13

Chairman, Ken Lucas.

The meeting was called to order by the chairman at 7:00 P. M. and the minutes of the last regular meeting were read, corrected, and approved.

The first order of business was a report from the Needs Committee submitted by Arlie Myers, chairman.

The case of Dr. Aaron A. Heist had been considered as Council had directed at the last meeting. The letter containing Dr. Heist's estimate of his needs had been the basis for the committee reasoning and careful attention had been given the various items of expense listed.

With the exception of one item it was the opinion of the committee that all the things mentioned by Dr. Heist are included in our estimate of normal expenses and covered by our regular minimum salary plus the marriage differential and child allowances. The exception was that of upkeep of insurance and ministerial dues carried by Dr. Heist and necessary to continue if he wishes to retain his ministerial standing and ultimately be a beneficiary of the retirement fund. This required an annual expenditure of about $450.00.

Believing this to be a justifiable expense, under the circumstances outlined, it was the recommendation of the committee that we grant a special needs allowance of $8.00 per week to Dr. Heist.

It was moved and seconded that we accept the recommendation of the committee. Motion carried unanimously.

Another case had been considered by the committee during the week—that of Eugene Nelson, a young wage worker. Eugene's case was not entirely new to Council because it had been presented to Council once before some months ago. At that time it was recommended by the Needs Committee that no special allowance be granted and the recommendation was accepted. Circumstances have changed somewhat since that time, and due to illness and unemployment amongst the other wage earners in the family, there was need of more assistance. Eugene is a single man but has dependent upon him at this time his father and mother and several minor brothers and sisters.

It was the recommendation of the committee that we grant a temporary special needs allowance of 10 cents per hour to Eugene during this period when his brothers and sisters are unemployed and unable to help support the family. It was moved and seconded that we accept the recommendation. Motion carried unanimously.

The next matter of business was a report from the Stock Purchase Committee by Wm. H. Hines, chairman. A request had been made by Ruth Janitz that the company buy back two certificates of preferred stock which she holds, of a total value of about $180.00. Her reason for needing the money was because of the illness of her husband and his desire to go to the Mayo Brothers Hospital at Rochester, Minn., for observation and possible treatment of his ailment. He had received word that he could be admitted to the hospital about March 10th but it was contingent upon the sale of this stock as to whether he could go or not. His illness and unemployment had exhausted the savings which Ruth had accumulated and no other funds were available.

It was the recommendation of the committee that we grant her request. Moved and seconded that we accept the recommendation. Motion carried unanimously.

The chairman next reported that we had been solicited by the Cathedral High School of this city to place an ad in the score card booklet which will be used in the forthcoming state basketball tournament.

He had agreed to place the request before Council for consideration and asked for discussion on the matter.

After slight discussion it was moved and seconded that we reject the proposition submitted because of the belief that it would be an ineffective advertising medium for us. Motion carried unanimously.

It was reported that the goods for the Danville, Va., strike relief had been sent out and a total of 350 cases of soups had been included in this shipment. This amounts to 17,960 cans of number 1 pound size. The previous shipment of goods forwarded last November was 305 cases or 14,640 cans.

The next item of business was a partial report from the Personnel Relations Investigation Committee submitted by Arlie Myers, chairman.

An outline was given of the way in which the committee has proceeded with its work to date and the program planned for its continuance. There was only the beginning of the job accomplished so far and many difficulties faced the committee in trying to reach satisfactory conclusions about principles to use in determining unsatisfactory conduct where individuals were concerned.

It was requested that anyone in the organization who wishes to recommend that someone be investigated by the committee should turn in the name of the individual to the committee preferrably by Monday, February 17th. When such names are turned in the person doing so must sign his own name for reference because the committee expects him to start the discussion and explain his reasons for suggesting the investigation.

Following this summary by Arlie a general discussion was entered into by Council on the two points (1) what is considered co-operation in our group, and (2) what should be considered cause for release from our employ?

Many variables enter into any attempt to define such an illusive term as co-operation when it comes to individual reactions and performance as was shown clearly in the discussion of this subject. After some time had been spent trying to reach a conclusion about it the summed up opinion seemed to be that true co-operation means giving the maximum of one's ability in respect to the use of both hand and brain and doing it in the best possible spirit. Just how a conclusion is to be reached in determining when an individual is guilty of continued non-co-operation was left an open question and the sense of Council was that our only means of determination was the use of good judgment after fair and impartial investigation of all available facts in any case.

The second point involving what is cause for release was taken to be continued non-co-operation after the individual had been duly warned of his shortcomings and given a reasonable chance to improve his conduct.

The next question raised was what method the committee should employ in presenting its findings. Lengthy discussion as to the most helpful method to use in reporting criticisms was indulged in.

Finally it was moved and seconded that the Personnel Committee make a report of all its findings to Council and that in event an individual has been criticized on account of his performance and he wishes to get more detailed information about his case he has the privilege to ask the committee, in private session, for further enlightenment. Motion was carried with one opposed.

It was next moved and seconded that we do not discuss any individual who may be included in the committee report unless he is present in the Council meeting and that each individual who is to be discussed will be required to be present at the Council meeting designated unless unavoidably detained. Motion carried unanimously.

Howard Herner, chairman of the Health Committee, stated that he had been approached by several of our salaried employees who asked whether our health program included the administering of toxin antitoxin vaccines to their children as a preventive against diphtheria. The school board had requested that the children be vaccinated and Howard's question was "Should our doctor be asked to do this for these dependents?"

After a brief discussion of what our health program included at this time it was moved and seconded that medical protection will cover all health needs of salaried employees, and their dependents who come under such protective features as specified in Council rulings, upon recommendation of our doctor with the exception of prescriptions and medicines. Motion carried unanimously.

It was the sense of Council that vaccines and serums were included as necessary health protections when recommended by our doctor.

It was requested that parents who wished their children to receive such treatment should notify the health department at the earliest possible time so that proper plans can be made with regard to the necessary supplies.

The chairman stated that the first item of business at the next meeting of Council—Monday morning, February 16th—would be the deferred discussion about the farm proposal submitted by Mr. Wm. P. Hapgood. He asked Powers Hapgood to be prepared to give a summary of the history of the farm from the date of its purchase.

The meeting stood adjourned at 9:30 P. M.

Special C. C. Meeting, Monday, Feb. 16

Chairman, Ken Lucas.

The chairman called the meeting to order and explained that minutes of the previous meeting would be omitted on account of lack of time to write them up.

The first matter of business was a discussion of the farm situation as previously outlined.

Powers Hapgood opened the discussion by giving a brief history of the farm since it came into the possession of his grandmother in 1918. The Columbia Conserve Company had leased and operated the farm during the period from 1918 to 1925. During that time severe losses had been sustained by the company from its farm operations.

During the time the company leased the farm it was under the same kind of democratic management as the plant.

In 1925 the company discontinued its lease and Mr. Wm. P. Hapgood took over the operation of the farm himself at which time he bought out the interests of his two brothers who had, with himself, inherited the property from their mother. At the same time he paid the company $17,000 for farm equipment, live stock and machinery which had been put on the farm by the company. The payment to the company had been made chiefly by transference of stock held in the company by Mr. Hapgood. However, heavy mortgages on the farm property had been assumed by Mr. Hapgood in order to pay his brothers.

During the past 5 years, due chiefly to the heavy interest rates on the farm indebtedness, and somewhat to the generally deflated condition of farms in recent years, Mr. Hapgood has suffered annual losses on farm operations amounting in total to about $22,000.

Following this introductory summary the proposition of Mr. Wm. Hapgood with respect to clearing his indebtedness to the company by turning over a portion of his farm holdings, a tract of 185 acres known as the Harness farm on which there is a farmhouse and a barn, was explained by the chairman, and by Howard Herner.

Briefly the facts were these: there was an indebtedness of $21,960.70 plus a mortgage to be taken over of $11,843.26, or a total of $33,803.96. Mr. Hapgood asked the company to take his preferred stock holdings of $1,200 and this 185 acre tract of land in payment of this indebtedness.

General discussion of the whole matter was then entered into and all phases of the subject were discussed very frankly. Chiefly the following main points were discussed:

1. What is it possible for us to do with this farm if we take it over?
2. Are we in a position to do this financially?
3. What are our obligations to Mr. Hapgood in this matter.
4. How ought we to make this payment—from company funds or might we use our payroll bonus for the current year?
5. Should we pay what would be the current market price for the land at a fair appraisal, setting up that sum on our books separately, and then pay the difference in another account correctly labeled and carried on our books as such?

This last point was made as a means to a correct start on charges for farm operation making it slightly more possible to show a profit there.

After long discussion it was agreed that:

1. We believe it a moral obligation upon us to relieve Mr. Hapgood of part of the burden he is carrying at the farm.
2. That we can take over the Harness farm as he suggests.
3. That the particular land involved is very good farm land and we could grow turnips, carrots, and tomatoes there for plant use if we choose to, but that a drainage system would have to be installed on a portion of it which may involve an expenditure of between $2,000 and $3,000.
4. That the present value of the land would be equal to the price Mr. Hapgood has offered to turn it over to us for if we consider fairly all factors involved and disregard the present deflated farm land prices.

Finally it was moved and seconded that we accept the proposition given us by Mr. Hapgood, with the exception of taking in his preferred stock holdings; or in other terms, that we make the necessary transfers to the total sum of $33,803.96 if that is the correct figure to cover his indebtedness to the company and the mortgage on the tract.

Taken to a vote there were 3 opposed, 5 undecided, and the balance in favor which was a very heavy majority. This vote was declared final and the price paid for the land per acre under this arrangement will be $182.72. The purchase price for the land in 1917 had been $227 per acre.

The meeting stood adjourned at 9:30 A. M.

Regular C. C. Meeting, Friday, Feb. 20

Ken Lucas, chairman.

The chairman called the meeting to order and the minutes of the last regular meeting, held on February 13, were read and approved. Next the minutes of the Monday morning meeting of February 16 were read, corrected and approved.

The first order of business was a report from Powers Hapgood about his West Coast speaking engagements covering the first seven weeks of this year. His trip took him into the four states, California, Oregon, Washington and Colorado, where he spoke to many groups of interested persons representing many kinds of activities including churches, Y. W. C. A., Y. M. C. A., colleges, labor unions, liberal clubs, chambers of commerce, Kiwanis clubs, Rotary clubs, associated employers, etc.

Powers gave an outline of the subject matter of his speeches and stated that there had been a very favorable reaction to the story of the Columbia experiment from all types of audiences—even from the chambers of commerce and other business men's meetings.

It was his belief that this kind of publicity work has a distinct advertising value and that it will be instrumental in creating consumer demand for our products because an increasing interest is being shown in buying goods made under conditions which are known to be equitable to the producers.

There is also a growing tendency among some of the managers of industry to look for, and experiment with, a new kind of management of their businesses. To these the message of our experience with democratic management carries a heartening appeal.

Powers closed his report by stating that we had received a lot of free publicity through newspaper writeups and editorial comments as a result of the speeches made. Trade union papers had been especially generous in this respect and it was to be regretted that we do not at this time have definite trade union affiliations. It was urged that we give further consideration to the question of such affiliation when we can get to it on the agenda.

The next report was from Ethlyn Christensen covering a speaking engagement she had filled at Ashland College, Grant, Michigan, during the week end of February 13th.

A brief description of the school and the manner of conducting the work there was given. It is a 10 weeks course conducted on the plan of lectures combined with informal discussion. Two hours each morning and two hours each afternoon with discussion periods of indefinite length following each session was the order of procedure. The purpose in mind is that of acquiring greater knowledge through better understanding but not to achieve degrees from college since Ashland is a folk school patterned after the Danish plan and not a degree granting college.

The school is situated in a country district which is largely a Danish settlement and students are drawn from the surrounding countryside. The group is a co-operative one and household arrangements are made similar to those at Brookwood and Commonwealth.

The week end conference of February 13 was for the purpose of studying industrial and related problems. Several discussion leaders were present including Dr. McFarland of Teacher's College, Detroit, Michigan, and Mr. Costen of the Michigan State Federation of Labor, Grand Rapids, Michigan.

Ethlyn stated that her speech about the Columbia was given on Friday evening and the balance of the week end was more or less a continuation of informal discussion whenever opportunity presented itself.

There was a very keen interest in the group as to where our products could be obtained and when it was discovered that local distribution was not made at this time the people at the college asked whether or not they couldn't be distributing agents for us in that area so that they might give us support.

Both these reports were given to Council so that we might keep informed of activities as they affect ourselves outside our own walls and other speakers will be asked to give reports of their contacts at future meetings.

The next report was made by Ethlyn Christensen concerning the distribution of the League for Industrial Democracy magazines on "Unemployment" and the proposed distribution of window cards about this same subject. To date the magazines have been sold by only two men as a sort of test arrangement and most of the sales had been made by the first salesman, Mr. Marshall. It was the intention of the committee to have a meeting during the coming week at which time it is hoped that plans may be formulated for the drafting of an unemployment insurance bill. Plans also will be made for adding a few more magazine salesmen to the present crew.

Mr. Marshall spoke briefly about his experiences during the past several weeks, while selling these magazines. He sold 350 copies in three weeks, 40 of which were sold at a Socialist meeting in Richmond, Ind., where Norman Thomas was the speaker. Some of his sales have been in house to house canvassing and some have been in downtown office buildings. He was confident

that he could sell more of these magazines and that the spreading of such information as is contained in them was a worthwhile project.

Arlie Myers next reported on the sales demonstration work which is being arranged for in St. Paul, Minn., to begin March 2.

Four girls have been selected for this initial, out of town job, and the work will take two weeks or maybe more, depending on the number of stores requiring more than one day. Ardath White, Dolly Franklin McKinney, Opal Hassenzahl and Blanche Forrester are the four who will go to St. Paul.

It was Arlie's recommendation that Ardath White be put in charge of the crew for this trip even though she happens to be a wage worker.

It was moved and seconded that we accept the recommendation. Carried unanimously.

The type of work to be done by these girls was experimental, in a sense, and no provision is made in our sales program at present which will cover daily expense allowances or rules for payment of wage workers doing this kind of work. Arlie suggested that the girls be given the same daily expense allowance as is granted our regular salesmen. After some discussion it was moved and seconded that sales demonstrators doing out of town work be granted the same daily expense allowance as is granted to our regular salesmen.

Before taking this motion to a vote it was pointed out in discussion that, since this was experimental in character, it would be a good time to try a system of paying actual expenses rather than a daily allowance. There has been some talk in the past several months that perhaps the daily allowance now being granted to our regular salesmen is not based properly and should be reconsidered. This seemed especially true with regard to the single men. It was mentioned that there was no data at hand as to what the needs of either the salesmen or the demonstrators really were and this might be a good chance to secure information on the subject by paying actual expenses.

Council decided to defer discussion of the daily allowance for regular salesmen until such time as a fairly representative number of salesmen were in the plant to participate in the discussion. It was thought that for the initial period of this demonstration work we could accept the motion but that we should give the subject serious study and in the very near future discuss it again with a view to any revision which might seem necessary. Taken to a vote the motion was carried unanimously.

With regard to the payment of wage workers doing this work is was pointed out that the week would probably be 6 days with 9 or 10 hours work each day. The nature of this work required full time Saturday work. Because of this fact it was moved and seconded that we guarantee the wage worker demonstrators doing out of town work a 50 hour week and that they be paid for actual overtime at the regular hourly rate. After slight discussion, wherein it was pointed out that this work differed from regular sales work in that it was known in advance approximately what the weekly hours would be and that the average was consistently over 50 hours, the motion was put to a vote and was carried unanimously.

The next point raised was with regard to the privilege of a married woman to take her husband with her when she goes out on sales demonstration road work in the same manner as a salesman is permitted to take his wife with him on road trips of more than two weeks duration.

It was moved and seconded that we treat the husband of a saleswoman in the same manner as the wife of a salesman is treated and that he be granted the privilege of accompanying his wife on road trips with travelling expenses paid.

There was considerable general discussion and a very divided opinion on this subject. Those opposed raised these points:

1. That the whole business of girls doing this work was new and that we needed more experience with it and more assurance of its continuance before we made any such rules.
2. That we were not justified in acting hurriedly on this matter and that it really was premature.
3. That there was no exact comparison between men and women doing such out of town work and such a rule would be apt to apply to only a very few cases and those would be some time in the future.
4. That a personal note had been struck and the argument was being raised not on principle but on a particular case.

Those in favor based their argument almost exclusively on the principle of sex equality and contended that a married sales woman had an equal right to this privilege with the married salesman and the decision of her husband's going with her should be left to the two involved.

Because of such division of opinion plus the fact that the discussion tended to become centered too much on personalities and not on principles it was moved and seconded that we table the motion until a later meeting. There were 11 opposed to the motion, 1 undecided, and 33 in favor. The motion was declared carried.

It was then moved and seconded that we discuss the tabled motion on Monday, February 23. Motion carried unanimously.

The next item of business was a report from the Health Committee by Howard Herner, chairman. Davis Milner had recently been allowed to try half day work at the plant but after a very brief period had discontinued coming to work. Dr. Burckhardt intended giving Davis another physical examination during the coming week to check on the condition of his heart at this time and to make a further report to the insurance company regarding the possible permanence of his disability.

Dr. Burckhardt then gave a report to Council on the case of Martha Stader which included a brief summary of her present physical condition. He had not yet reached a definite conclusion about the advisability of putting her on a pension basis and wanted the case referred back to the Health Committee for further consideration. Council accepted this report by consent.

The chairman next announced that the State Credit Union League was to have its annual meeting on Friday evening, February 27, and asked Council if it would be possible to change our regular council meeting from that night to some other night that week so that members from our organization who cared to could attend the Credit Union meeting.

It was moved and seconded that we change our next regular Council meeting from Friday, February 27, to Wednesday night, February 25, on account of the State Credit Union meeting. Motion carried unanimously.

Meeting stood adjourned at 9:30 P. M.

Special C. C. Meeting, Monday, Feb. 23

The meeting was called to order by Chairman Lucas at 7:30 A. M. Minutes of the previous meeting were summarized.

The first order of business was a continuation of the discussion of the motion tabled at the last meeting regarding travelling expense allowance for husbands of saleswomen. The tabled motion was "that we treat the husband of a saleswoman in the same manner as the wife of a salesman is treated and that he be granted the privilege of accompanying his wife on road trips with travelling expenses paid."

The chairman gave a summary of the discussion of the last meeting. Mr. Wm. Hapgood, who was not present at that meeting, gave his views on the subject speaking from his intimate knowledge of sales work and its problems. In the main his remarks were in agreement with the points raised by those who opposed the motion. Salesmen were not supposed to take their wives with them unless they were to be on long trips and had been fairly continuously away from home. These demonstrators were going on their first trip and there was no assurance of long continued absence from home on account of road work in their cases. The whole project was in an experimental stage and it was premature to pass rulings such as the one proposed. So far as sex equality was concerned he could see no exact comparison in cases of men and women doing this work. Ordinarily the husbands are considered the bread winners for the families and would not be free to travel in the same sense that wives usually are.

After further general discussion, in which those in favor of the motion based their remarks chiefly on the principle of sex equality, a vote was taken on the motion. There were eight in favor, ten undecided and the balance opposed. The motion was declared lost by a heavy majority.

Mr. Wm. Hapgood stated that, while he did not care to have the matter reopened for discussion, he wanted to call attention to one factor which Council seemed to have overlooked in considering the daily expense allowance to be granted to demonstrators. This was the difference in hotel rates which could be obtained on a weekly basis at considerable saving if one is located in one place long enough to take advantage of them. The demonstrators would have this advantage because their work would keep them in one city for longer consecutive periods than is usual for our salesmen.

It was his opinion that it would have been better if we had placed the demonstrators on a straight actual expense basis and in this manner collected data on actual conditions. He stated that our present sales expense daily allowance seems to need revision and asked that this matter be placed on the agenda for discussion at the first opportunity which presents itself when a number of the regular salesmen are in the plant.

The next item of business was a report from Mr. Hapgood concerning his efforts to form a "Foundation" for the moral and financial support of producer's

co-operatives. During the last several weeks he had been in touch with a number of influential men and women in the East. He had received considerable encouragement from these contacts and was hopeful that his idea would soon take definite form and the "Foundation" become a reality.

Mr. Hapgood explained that the "Foundation" plan he had in mind was twofold and was analogous to two circles—an inner circle and an outer circle. The inner circle was to be composed of those enterprises which have for a definite goal the withdrawa lof control due to ownership and the substitution of workers' control. The outer circle was to be composed of those people who were wiling to commit themselves to backing the theory of producer's co-operatives and worker's control but were not, as yet, quite ready to attempt the practise in their own businesses or who were professional people not in position to change the management of any particular enterprise.

The question was, "do we want to be instrumental in starting such a foundation in order to give support to other interested industries through the sharing of experiences and perhaps through financial aid in periods of strain?" The idea of mutual service was related, too, to securing greater safety for ourselves, and other experimenters like ourselves, through gaining more adherents to the kind of system we believe in, thus obtaining the benefits of the greater security of numbers.

During the past week small groups of interested persons had discussed this matter with Mr. Hapgood in Philadelphia, New York, and Boston, and a good deal of interest in the project had been shown by a number of them. More discussion is being asked for and further meetings with influential people were being arranged for the first week in March.

Mr. Hapgood next told Council about the condition of affairs at the mills of The Silk Guild, Inc., of Paterson, N. J., when he visited the place on his recent trip. Most of Council members were familiar with the story of the two Kimball sisters and their courageous attempt to convert the business, of which they were sole owners, to the same kind of industrial democratic management that we have here. During the past three years they have waged a tremendous uphill fight against stiff odds to carry on and put their mills on a paying basis.

General business conditions have been unfavorable and in addition to that the silk industry has been ravaged by particularly unscrupulous and hard competitive practices during this period. The result has been a steady loss and now the company seems to be in somewhat seriout financial difficulties.

Mr. Hapgood spoke highly of the courage and idealism of these two women who have been willing to risk losing all they possess and are still anxious to continue in spite of all their trouble. However, it was his belief that a careful survey of the actual conditions facing the Silk Guild should be made at this time and future activities of the mills be determined by the results shown.

He suggested that we might be able to render them assistance in an advisory capacity and that a first step in this direction would be to give them help in studying through their accounting results and costs. In this regard he proposed that Council consider sending Ken Lucas to the Silk Guild mills at the beginning of March for the purpose of taking an inventory for them and auditing their accounts for the past several months.

Following this accounting work he wanted to return to Paterson and consult with Ken and the Kimball sisters as to next steps. Perhaps later he might be able to give them some assistance with their sales problems in an advisory way.

Council was familiar enough with the experiment of the Silk Guild, Inc., and sympathetic enough with the endeavor, so that lengthy discussion was not necessary. It was moved and seconded that we approve the suggestion of sending Ken Lucas to Paterson, N. J., at our expense, to do the accounting and cost finding work for the Silk Guild, Inc.. as outlined by Mr. Wm. Hapgood; and that Howard Herner should join Ken to help with the work in event he is called upon by Ken to do so in order to finish more quickly. Motion carried unanimously.

It is expected that Ken will go to Paterson March 1st and will probably have to spend about a week there.

The discussion was then centered on the proposition of the "Foundation" which Mr. Hapgood had outlined. Several persons spoke of the need for establishing such a foundation as a means of giving assistance to other organizations and for mutual protection. It was through some such project as this that the idea of industrial democracy can be carried to a broader field and might eventually be influential in changing the system of management now prevailing. Our only hope of proving anything as a result of our own experiment would be in having more industries adopt our principle of democratic management.

There was general agreement with the proposed plan and the discussion disclosed the fact that the probable first steps for such a group would be doing research work necessary to finding out possibilities in other plants, some of which are already trying some phases of industrial democracy and others which may be seriously considering a change to such a basis.

In this connection it was mentioned that there were two groups sponsoring scholarships for research projects of various kinds which might be interested in granting this year's scholarship for the purpose of the study of Producer's co-operatives in this country. One of these is the "20th Century Fund" sponsored by Edw. Filene of Boston, Mass. The other is the Wertheim Foundation at Cambridge, Mass. Dr. Taussig, head of the economics department of Harvard University, is the director in charge of the latter scholarship.

The Wertheim scholarship is for $4,-500 and is supposed to cover the salary and travelling expenses of the person doing the research project and covers the period of one year. Complete freedom of action is granted to the person receiving the scholarship.

There was general agreement with the suggestion that as a first step we accept the assistance of having the research done through a scholarship if that is possible. Later it may be unnecessary to be helped by outside interests.

Because of the nature of the work involved in doing a research project as outlined it was mentionad that a lot of travelling would have to be done and that the amount allowed through the scholarship might be insufficient to cover necessary travelling expenses. It was proposed that we agree to underwrite the deficit for such expenses if this was necessary and it was the opinion of Mr. Hapgood that the possible deficit might be between $1,000 and $3,000. It was stated that we would make our proposal conditional upon our approval of the person chosen to do the research work for, while we do not have any desire to dictate to the people responsible for awarding the scholarship, we did wish to make our own contribution based on the ability of the person chosen to do the kind of work we have in mind.

It was moved and seconded that we make a proposal to the director of the Wertheim Foundation to the effect that if a scholarship is granted for the purpose of research study of Producer's Co-operative in the U. S., (or enterprises which have as a definite goal the withdrawal of control due to ownership and the substitution of worker's control), and if the person chosen to do this research work meets with our approval, we will guarantee to make up any deficit in funds needed to carry on the work above the $4,500 allowed under the scholarship. Motion carried unanimously.

Mr. Wm. Hapgood was asked to write to Dr. Taussig, head of the economics department of Harvard University, who is the director in charge of the Wertheim Foundation, and inform him of our proposal.

The meeting stood adjourned at 9:30 A. M.

Special C. C. Meeting, Wed., Feb. 25

Chairman, Ken Lucas.

The minutes of the previous meeting were read partially, and the balance were summarized.

At the opening of the meeting Chloe MeHarry asked for a reconsideration of the decision reached at a former meeting to pay an expense allowance of $6.00 per day—with $5.00 for Sunday—to girls doing demonstration work outside the city of Indianapolis. Chloe stated that her opinion upon this matter had been greatly affected by the remarks made by Mr. Hapgood at Monday's meeting. He, Mr. Hapgood, suggested that the girls would be better situated than the salesmen in that they worked continuously in one city, and would be able on that account to take advantage of weekly rates which practically all hotels offer at a considerable saving to patrons.

After Chloe's statement, it was moved and seconded that the resolution referred to above be rescinded and that further consideration be given to the matter of paying an expense allowance to the demonstration girls. This was seconded and carried with one opposed. After further discussion it was moved and seconded that we pay all the expenses incurred by the demonstrators while doing out of town work and that they be required to submit a list of all expenditures. Further discussion brought forth the point that such an experiment would give us more accurate knowledge about the expenditures of both men and women whilst doing work for the company away from the city and it might be used as a basis for arriving at a new mode or form of payment. This motion was carried unanimously.

The next question to be discussed was, "What do we propose to do with the recently acquired 185 acre tract of land next to the Riverbrook farm?" Wm. P. Hapgood was asked to express his views

about the possible ways of handling this piece of land and among the suggestions he made was that he would like to rent up to 60 acres of it at least and that it might be possible that he would want the entire tract. In connection with the work of taking care of this land, it was moved and seconded that a committee of five, be known as the Farm Committee, be appointed and that Wm. Hines, Sr., be a member of that committee. This motion was carried unanimously. It was emphasized that the four other members of this committee should be selected on the basis of their knowledge of farm management and that it would be composed, if possible, entirely of technicians who understand farm practices. It was taken by consent that the Committee on Committees would make the selection of members for this committee.

At this juncture, the question was asked, "Who makes the rules governing the uses to be made of our plant hospital?" In reply to this question it was stated that no set rules existed at present and it was suggested that this matter be turned over to the Health Committee. Discussion of this problem led to a discussion of the matter of sanitation and cleanliness throughout the entire organization and it was stated that we needed a great deal of improvement both with regard to cleanliness and orderliness in the plant and in the administration building. The suggestion was made that insofar as the hospital itself is concerned, the responsibility for maintaining it in a state of decency and cleanliness be given to Mrs. Carlisle. This suggestion met with general approval. Following upon the discussion of lack of cleanliness and orderliness it was moved and seconded that we appoint a committee of five whose duty it will be to see that good sanitary conditions are maintained throughout the entire organization. It was also noted that this committee would be empowered to improve the orderliness of any department and it was asked that all workers co-operate with the committee in carrying on this work. This motion was carried unanimously.

A suggestion was made to the effect that we levy ourselves to the extent of 5 cents apiece so that we might solve the problem of washing dishes after Council suppers. This suggestion was made because it was felt it would remove a burden that now falls fairly steadily upon the same group of people and it might also help some one or more persons who are at present unemployed.

Several counter suggestions were made and it was finally moved and seconded that we return to the former system of determined who shall help with the dishwashing on any given occasion through the drawing of numbers from a hat. The following is the method to be used.

1. The number of dishwashers who are needed to work efficiently in our kitchen is to be determined by the Dining Room Department as a first step.
2. This number of persons will be chosen each time needed by the drawing of small metal discs from a hat—those drawing blanks are excused from dishwashing; those drawing discs marked with an X are requested to help wash dishes on that occasion.
3. A single plate will be chosen at random before supper time, and beneath it a slip of paper will be placed announcing that whoever has taken that place at supper is the one required to "pass the hat" that time. The hat passer is excused from dishwashing service.
4. Everyone who eats the Council meal is required to draw from the hat—visitors included—and it is asked that no one try to dodge the hat-passer. The total number of discs in the hat must correspond to the total number of diners. This plan was accepted by unanimous vote.

The request was placed before Council asking that we subscribe to the Taylor Society Bulletin for the year 1931. Jack Evans explained that the Taylor Society Bulletin was a bi-monthly magazine published by the society, which is devoted almost entirely to the problems of scientific management and human relations in industry. In connection with this, the matter of our contributing to the International Industrial Relations Association was also raised. This matter had been discussed at a former Council meeting and had been tabled for discussion at a future meeting. It seemed appropriate to discuss it now in connection with the Taylor Society request. It was moved and seconded that we subscribe to the Taylor Society Bulletin and that we place Mr. Hapgood's name as a member of the International Industrial Relations Association and pay the cost for same. This was carried unanimously.

Before the close of the meeting, a suggestion was made that we discuss, when time permits, the question of "What is equality?"

Meeting adjourned at 9:00 o'clock.

Thirty Scotchmen put up $1.00 each at the seashore and formed a pool to see who could remain under water the longest. The winner was to get $30.00, but all the contenders met death through drowning.

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COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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PRISON REFORM

Recently in a Council meeting, Mr. Hapgood reported that he had visited a prison in Boston which was operating on the principle of reform rather than punishment. There was the utmost freedom and democratic government and the results seemed most gratifying. In this connection it is interesting to read the report of the commission created in 1930 by act of the Legislature in New York State to investigate prison administration and construction. A summary of the report appears in the Federal Council of Churches' Information Service for March 28, 1931, and the part of the report given here is taken from that sheet.

The commission recommends "that the State of New York should develop a prison system which will protect society from the criminal and his evil deeds by endeavoring to re-educate and retrain the men and women in prison so that these men and women may be fitted upon release to become useful members of the community. This is imperative because 92 per cent. of their prisoners return to society within a comparatively short period of time after their incarceration."

The new prison policy. in brief, proposes the "replacement of mass treatment and routine organization by a system of constant personal study, individual treatment and training for every prisoner."

The commission surveyed the prison population and recommended:

"First: That the state build no more prisons of the fortress type with impregnable steel cells surrounded by impregnable walls, because when existing prisons are remodeled and the construction contracted for at Attica is completed, the state will have the maximum number of steel cells which will be required for a long period of years.

"Second: That there should be two reception prisons at which thorough psychiatric examination should be given to each prisoner immediately after his commitment; that each prisoner's case should be reviewed periodically during the time of his incarceration, and that the classification resulting from such examination should be made the basis for his assignment and training while in prison. To provide for this classification and psychiatric work, the commission recommends that an appropriation of $47,000 a year be made for additional psychiatric staff.

"Third: That one new medium security prison (without walls) should be established in 1931.

"Fourth: That the road camps should be continued and extended in 1931.

"Fifth: That an appropriation of $125,000 should be made to the Department of Correction for experiments in prison housing, such as the development of small pre-parole units.

"Sixth: That the practice should be abandoned of employing prisoners on confidential work, such as correspondence, telephone, care of records of inmates, and so forth, and that an appropriation of $57,300 a year should be made for civilian help to substitute for prisoners in such positions."

A classification system "constitutes an important part of the report. The classification of prisoners is accomplished through carrying over to the prison the methods of diagnosis used in the modern hospital and mental clinic, together with the adaptation of the system of testing industrial fitness through which progressive industries today select their workers and adding thereto a case study of early life and environment of the type which welfare agencies have found effective in their efforts to assist the aged and dependent."

A section of the report dealing with education and training in correctional in-

stitutions was most significant. "There is little evidence to show that any organized vocational training is being provided in the prisons. Any vocational training which an inmate may secure is incidental to the work he is assigned to do. No courses in drawing, shop mathematics, trade theory, materials or other related subjects have been developed to assist in training those who are employed in the prison industries or maintenance work.

"The reformatories provide a limited amount of vocational training. The development of the work is greatly handicapped by lack of equipment, supplies and teaching personnel. Every effort should be made to provide better training facilities in these institutions in order to train young inmates to become self-supporting when they are discharged."

HE TOOK NO CHANCE, BUT

He brushed his teeth twice a day—with a nationally advertised toothpaste.

The doctor examined him twice a year.

He wore his rubbers when it rained.

He slept with the windows open.

He stuck to a diet with plenty of fresh vegetables.

He relinquished his tonsils and traded in several worn-out glands.

He played golf—but never more than 18 holes at a time.

He got at least eight hours' sleep.

He never smoked, drank or lost his temper.

He did his daily dozen daily.

He was all set to live to be a hundred.

The funeral will be held next Wednesday. He is survived by eighteen specialists, four health institutes, six gymnasiums and numerous manufacturers of health foods and antiseptics.

He had forgotten about trains at grade crossings.—Exchange.

EACH FOR ALL AND ALL FOR EACH

Co-operation supplements political economy by organizing the distribution of wealth. It touches no man's fortune; it seeks no plunder; it causes no disturbance in society; it contemplates no violence; it subverts no order; it envies no dignity; it asks no favor; it keeps no terms with the idle, and it will break no faith with the industrious; it means self-help and self-dependence.

HOW MANY UNEMPLOYED IN THE U. S.?

That there is so much speculation about the number of unemployed in the United States is one evidence of the lack of any effort on the part of the government to adequately handle the industrial situation in which we find ourselves. There have been guesses on the number of unemployed ranging from 2,000,000 to 9,000,000. Perhaps the most recent official figures are those published by Secretary of Commerce Lamont. These have been determined on the basis of a special census of unemployment in nineteen cities. The census was taken in January and shows 1,930,000 unemployed in these cities and 368,149 on lay-off. This shows an increase of 149 per cent. over the figures for the same cities as reported in the census of April, and, applying this percentage to the country as a whole, Mr. Lamont estimates an increase of from 2,429,062 jobless in April, 1930, to 6,050,000 in January, 1931.

Detroit and Cleveland head the list with the largest number of unemployed, there being 174,527 jobless and 49,041 laid off out of a gainfully employed population of 689,566 in Detroit, and 99,233 unemployed and 25,400 laid off out of a gainfully employed population of 394,898 in Cleveland.

"I reckon," said the farmer, "that I get up earlier than anybody in the neighborhood. I am always up before 3 o'clock in the morning."

The second farmer said he was always up before then and had part of the chores done.

The first farmer thought he was a liar and decided to find out. A few mornings after he got up at 2 o'clock and went to his neighbor's house.

He rapped on the back door and the woman of the house opened it.

"Where is your husband?" asked the farmer, expecting to find his neighbor in bed.

"He was around here early in the morning," answered his wife, "but I don't know where he is now."—Hardware Age.

Tact

"Are you sure these are the size I asked for? They seem a little tight," said the lady with the large foot.

"No, madam," replied the diplomatic clerk, as he removed the shoes, which were exactly the size she ordered. "These are two sizes smaller, but I guess you were right, after all."—Life.

UNEMPLOYMENT INSURANCE PLANS IN OTHER COUNTRIES

In America we boast of our great industrial achievements and we are constantly reminded of the fact that we are the wealthiest nation in the world. But with all our industry, workers are idle, and with all our wealth many thousands are starving, or like rugged individuals, standing up in bread lines or before soup kitchens. In every other country, with the exception of France and Russia, there is today unemployment, but the manner of treatment is not as degrading in a great many countries because of the fact that there are systematic provisions for unemployment.

Compulsory unemployment insurance has been introduced in Great Britain (1911), Italy (1919), Austria (1920), Grand Duchy of Luxemburg (1921), Queensland, Australia (1922), Russia (1922), Poland (1924), Irish Free State (Maintained after its separation from the United Kingdom), Bulgaria (1925), Germany (1927) and Mexico (1929). The following countries grant subsidies to unemployment funds voluntarily established by trade unions: Belgium, Denmark, France, Norway, Netherlands, Finland, Spain, Czechoslovakia, and Switzerland.

There has recently been much talk of state unemployment insurance bills in this country, and it may be helpful to know something of the insurance systems used in other countries.

In Great Britain the Royal Commission on the Poor Law recommended in 1909 the establishment of employment exchanges, public works to regularize the demand for labor, and unemployment insurance. Unemployment benefits began to be paid in January, 1913.

In 1911 the act covered about 2,500,000 workers in a few trades which were subject to great fluctuations in employment. The war and post-war periods were characterized by such basic changes that it became necessary to relieve the economic distress in a more comprehensive way. Not only were the munition workers brought under the act, but conditions following the armistice in 1918 occasioned the introduction of the out-of-work donation scheme to provide for ex-service men and civilians over fifteen years of age, including even agricultural workers and domestic servants.

This donation scheme, which is popularly referred to as "the dole," should not be confused with the unemployment insurance plan. The former is a donation from the Exchequer, while the latter is an insurance fund built up by contributions from employers, employees and the government.

All "employed persons" of either sex, aged 15 to 65, receiving less than 250 pounds a year, must be insured against unemployment, unless they are engaged in "excepted employments and unless they are exempt persons. Employed persons are those working under a contract of service. The excepted occupations include agriculture, forestry and a number of non-industrial occupations. Persons who are engaged in an insurable occupation may obtain a certificate of exemption from paying contributions if they can prove that they are in receipt of a pension or income of at least 26 pounds a year and are not dependent on their personal exertions, or that they are ordinarily and mainly dependent upon some other person, or that they are employed in a seasonal occupation not usually active more than eighteen weeks in a year and are not employed in any other insurable occupation. However, the employers of persons holding such certificates are still required to pay the employer's share of the contribution to the unemployment fund, and they may not make any deduction for unemployment insurance from the exempt person's wages. The Exchequer also pays its share of the contribution.

To build up the fund, weekly contributions are made by the employer, employee and Exchequer. Each employee receives each year a book in which stamps are placed to record the payments of the employer and employee. The employee's payments are deducted from his wages. Persons under 16 years of age are not insurable. The right to benefit ceases automatically when a person reaches 65 years of age because he comes under the old age pension act.

Applicants for benefit must prove that since the date of application they have been continuously unemployed, that they are capable of work and available for

work, and that they have, if so required, duly attended an approved course of instruction. Under the present law there is no statutory limitation on the length of time which a claimant may continue to receive benefit if he can prove unemployment and satisfy the statutory conditions. Whether the statutory conditions are being met is reviewed at the beginning of each quarter of the year.

There is a waiting period of six days during which no benefit is payable. If unemployment is "continuous," another waiting period is not required and the rules under which two or more periods of unemployment can be regarded as one continuous period are: "(1) Any three days of unemployment within six consecutive days are to be regarded as continuous; (2) any two periods of three continuous days are to be regarded as continuous with one another if they are not separated by more than ten weeks."

The national system of employment exchanges which provides the administrative machinery of unemployment insurance was established by the Labor Exchanges Act in 1909. These exchanges are not only valuable for finding jobs, but for applying the tests of unemployment provided by law before granting benefits. Since employers have not made as much use of the exchanges as they might in order to develop a well organized labor market, a provision was inserted in the law in 1930 giving the Minister of Labor power to make arrangements with employers for notification by them to employment exchanges of situations which are vacant or about to become vacant.

The German plan differs from the British in a number of particulars, the most important of which are: (1) The contributions are paid by two parties, namely the employer and the worker. (2) The benefit is not a flat benefit to all categories of workers, but graded according to wages and salaries received and contributions given. (3) The claimant may receive benefit from the fund only for a limited period, namely, 26 weeks, although a supplementary benefit for another 13 weeks may be given by the state.

Employers and employees in Germany within the provisions of the act, pay into the unemployment fund a maximum of 3 per cent. of the worker's wages or 1½ per cent. each. The Health Insurance Fund is in charge of the collecting. The worker must have worked a half year in a compulsorily insured occupation to be eligible for relief. He must be able to show that he is willing and able to work, but that no work is available. As in England, after losing his job, the unemployed has a six-days' waiting period before payment of benefit begins. When work ceases he takes his card to a public unemployment exchange, which sends him at first to a vacancy within his trade in the same or in another locality, and after a certain period, to any other work for which he is physically and mentally fitted. The exchange pays the carfare, if necessary, to out-of-town jobs.

The rates of benefits depend on the class in which a claimant is placed. There are eleven classes in all, the benefits ranging from 10 to 60 marks with additional allowance for a man or woman with dependents. The system provides also for the maintenance of the worker's contributions in other forms of social insurance.

The benefit may continue for twenty-six weeks, following which emergency unemployment allowances are made from the public funds, four-fifths coming from the national government and one-fifth from localities.

The act includes within its scope a large portion of those earning less than 6,000 marks a year (a mark is 24 cents). It excludes agricultural, forestry and fishery workers, some apprentices, some casual workers, employees of the Zeiss firm which has long maintained its own system, and a few other groups.

On November 9, 1922, Russia enacted a labor code which made unemployment insurance compulsory and placed the burden of the cost on employers. A large number of the industries are nationalized and their contributions are paid by the state.

Nine months' benefits are paid for each year of unemployment. The workers are divided into three classes, whose benefits vary with the cost of living in different zones. The first class consists of intellectual workers having a university degree, members of the Communist party holding posts of responsibility, skilled workers and demobilized soldiers. These receive from $5.67 to $13.39 per month. The second class consists of teachers in secondary and elementary schools, doctors, officials in transportation and postal service, heads of shops and salesmen in retail and wholesale enterprises, artists, intellectual workers, skilled office workers and semi-skilled salaried workers. These receive from $4.12 to $9.79 per month. The third class consists of intellectual workers of less than average skill, subordinate salaried workers, unskilled and domestic workers. These received from $3.09 to $7.73 per month. Additional allowances are granted for dependents, and trade union members receive supplementary benefits varying with the duration of membership.

A decree issued on October 19, 1929, requires that persons claiming benefit must prove that they have been employed two years as wage earners if they are trade unionists, and three years in other cases. They must have registered at an employment office or a trade union within three months of loss of employment. Refusal to work without good reason or failure to register regularly at an employment exchange deprives a worker of benefit for one month, and a second such offense causes his permanent elimination from the rolls.

In the United States during the last fifteen years. twenty bills on compulsory unemployment insurance have been introduced in seven state legislatures, namely, Connecticut, Massachusetts, Minnesota, New York, Pennsylvania, South Carolina and Wisconsin, and one bill was introduced in Congress in 1928. Most of the bills introduced in the state legislatures have embodied principles formulated by Professor John R. Commons, of Wisconsin University, and sponsored by Senator Huber in the so-called Huber Bill in 1921. This bill required employers alone to contribute to a reserve fund, in contrast to European systems which required joint contribution by employers, employees and the government. To require industry in the first instance to meet the cost of unemployment is to put this cost on the same basis as that of industrial accidents under workmen's compensation laws.

Further Tact

A well-known speaker lectured to the members of a literary society, and at the end of his address the secretary approached him with a check. This he politely refused, saying that it might be devoted to some charitable purpose.

"Would you mind," asked the secretary, "if we add it to our special fund?"

"Not at all," said the speaker. "What is the special fund for?"

"To enable us to get better lecturers next year."—Chicago News.

Necessity

"Rastus, I am sorry to hear that you have buried your wife."

"Yessuh, boss, ah jus' had to—she was dead."—Ohio Farmer.

ANOTHER QUESTION!

Why do people go from farms to the cities to become factory-workers?

Those who have been in classes during the past five months will remember this question and the discussion on it, and will be interested in the following paragraph from the Information Service, published by the Federal Council of the Churches of Christ in America:

CITYWARD MOVEMENT DECLINES

According to the annual estimate of the Division of Farm Population of the United States Department of Agriculture, fewer people left the farm in 1930 than during several previous years. More people seem to have moved to farms. The net result, adding the surplus of births over deaths on farms, is that the farm population has increased for the first time in the ten years for which annual surveys have been made.

The number of persons who left farms for towns and cities in 1930 is reported as 1,543,000, compared with 1,876,000 persons in 1929 and a peak movement of 2,155,000 persons in 1926. The movement from cities to farms in 1930 was the largest since 1924. Last year, 1,392,000 persons moved from cities to farms, compared with a peak movement of 1,396,000 persons in 1924. The trend farmward is considered a reflection of the industrial employment situation.

There was a "net movement away from farms" of 151,000 persons last year, but a normal increase of 359,000 births over deaths on farms brought the total farm population on January 1, 1931, to 27,430,000 persons, as compared with 27,222,000 persons on January 1, 1930.

The tendency to leave farms appears to have received a decided check in the Middle Atlantic, South Atlantic, West South Central, and East North Central States, in which areas 262,000 fewer persons left farms in 1930 than in 1929. The Bureau's estimates are based upon surveys of farm families in all parts of the country.

The Key

Customer: "To what do you owe your extraordinary success as a house-to-house salesman?"

Salesman: "To the first five words I utter when a woman opens the door: 'Miss, is your mother in?'"

—Printers' Album.

Latest Scotch football team yell:
Rah! Rah! Rah!
Get that quarter back.

GOVERNMENT AND UNEMPLOYMENT

(Address given by Mr. Wm. M. Leiserson at the annual convention of the League of Women Voters, held in Indianapolis, Wednesday, March 25.)

We are often reminded that government should not run industry, but that industry should manage its own affairs, because it understands its own problems better. Mr. Leiserson says that, of course, industry should take care of itself, but it is interesting to note just how that has been done. The chief purpose of industry is to provide for people the means by which they may earn their living. Can we say that this has been done in view of the fact that one-fourth of the gainfully employed in this country are not employed by industry. In eighty cities, $5,000,000 a month is being paid out to support the jobless, and in Detroit alone $2,000,000 a month is being contributed to support unemployed automobile workers. And when the suggestion is made that labor be insured against the unemployment and the necessity for receiving charity, someone is sure to be opposed on the grounds that workers would be getting money for which they were not working and would, therefore, be victims of a dole system. The facts, however, really are that the taxpayer is handing a dole to industry and industry is the beggar. If industry were managing itself, it would make provisions for its labor, but it has instead thrown workers out on the mercy of the taxpayer who is bearing industry's burden. Industrial leaders have not only put the burden of support on taxpayers, but they have gotten down on their knees to the women in this country and said, "Won't you employ our workers? We don't know how." Witness the odd-job campaign.

The difficulty is that leaders in industry are superstitious and seem afraid to apply science to the problem. A scientific approach involves getting facts and publishing them. We need first of all a census of the unemployed. We have facts about everything but human labor, and we have left that to guesses and similar crude methods. An illustration of the unscientific methods of determining the number of unemployed is found in the story of the way a commission, appointed in the last depression, settled upon the figures representing the number of people without work in the country. There were two sub-committees appointed by the commission to take the census. The reports of the two differed because the machinery for securing information had not been adequate. But the commission's job was to present figures on unemployment, and they finally settled upon them by a majority vote, reporting that there were between three and one-half to five million jobless in the country. Think of settling figures on unemployment by a majority vote, and yet, to date, our methods have not been on a much higher plane.

In addition to a reliable unemployment census, there needs to be a thorough analysis of the nature of the problem. Most explanations have tended to be in terms of production, but it isn't very enlightening to say that unemployment is caused by overproduction, misdirected production, technological improvements or seasonal and cylical changes. Displacement isn't the most serious problem. As a matter of fact, we want people thrown out of work because it contributes to progress. The paramount question is why do industries fail to reabsorb displaced labor and to provide subsistance for their workers during slack periods. The answer most commonly given is that the problem will be handled by the application of the principles of rugged individualism. Well, the only people who work on that system are farmers, laborers and small merchants, and see where they are. Business has long abandoned its individual character and has become corporate.

It is in the contrast between the methods of paying laborers and the methods of remunerating investors and owners that we get some light on the problem. Investors of capital once had their income cut off in slack times just as wage-earners now do, but management by corporations has changed that. The income of investors in this period of depression is enlightening. The combined interest and dividend payments as published by the Standard Statistics Corporation were $8,000,000,000 in the depression year of 1930, and only $7,500,000,000 in the prosperous year, 1929. The dividend payments alone were greater by $300,000,000. That is the way those who have invested money fare, but what is the status of those who have invested human labor? The total amount of wage payments in 1929 was $45,000,000,000. In 1930 it was $35,400,000,000, or $9,600,000,000 less than in the prosperous year.

In view of the fact that plants were shut down or working only part time, machinery and equipment idle and not earning any profits, did any dividend takers refuse dividends on the grounds that it is a dole? Payments were made to them as if they had been earned, which means that owners and investors were receiving doles while their capital was unemployed. What is the effect of these payments on the initiative, enterprise and self-reliance of the investing class? Shouldn't they be reminded that doling out money which has not been earned, undermines the character of people and pauperizes them?

Mr. Leiserson stated that he was not objecting to dividends. On the contrary he considered it sound economics, but why should it be considered bolshevistic to do the same thing for labor? From the point of view of common human decency, can we continue to justify our present methods of dealing with the unemployed? We need to be more aware of the fact that we constitute a human family—a corporate society—and is there any reason why good business should be contrary to moral, religious, decent standards?

Reserves are set up for the purpose of making interest and dividend payments, which means that the individual stockholders are not doing their own saving. The management of industry does the investor's saving for him, sometimes against the will of the investor, and law courts have upheld the right of management to set aside such reserves. Probably if high earnings were distributed in good years, the investors would spend the money buying silk shirts or betting on horse races as the workers do with their high wages.

Unemployment never will be done away with and never should be, but we must eliminate the wasteful way of organizing and selling labor which we now employ. The silly way in which we have handled the situation to date is illustrated by Henry Ford, who about three years ago wanted to employ more men. In January he advertised in the papers of the country that he wanted 35,000 men. In February, on the day scheduled for hiring them, 20,000 applied for jobs and others came in on succeeding days. Six hundred were hired each day until the company had taken on 35,000 men. Compare that method of buying labor with the method of buying rubber or steel for the plant. Ford wouldn't think of advertising that on a certain day he wanted so many tons of steel and have all those who had steel to sell, line up before his plant to wait several days until the purchasing agents had bought all they wanted. He would consider that inefficient and bad business. It is also inefficient and bad business to buy labor in that way. For a systematic handling of the labor market, we need a system of public employment agencies.

We must do with unemployment what we did with industrial accidents. In the early days, industry said to workers, "If you get hurt, sue us." One out of eleven sued and only one out of ten got anything. In 1910 we said that was a foolish way of handling the situation and it was pointed out that in Europe there was a better way. The burden was finally transferred to industry where it belonged by means of workmen's compensation acts, which are now in effect in practically every state. And what happened when industry was given the responsibility for accidents? The Safety First movement came into being. Accidents weren't abolished, but pressure was put on employers to reduce accidents and they took care of the injured. Inability to work because of injury is one form of unemployment. It is recognized by industry and wages are paid for unemployment which is the result of the loss of a toe or finger or some other injury. In a like manner the burden of throwing a man out of work by means of a machine should be put on industry.

Government should assist industry in this matter by means of unemployment insurance bills. It is the proper function of government to carry out the standards set by industry. Government should not set the standards for government to follow. These should be set by the most foresighted industries and demanded of government.

An American lawyer was sitting at his desk one day when a Chinese entered.

"You lawyer?" he asked.

"Yes. What can I do for you?"

"How much you charge if one Chinaman killum other Chinaman, to get him off?"

"Oh, about $500 to defend a person of murder."

Some days later the Oriental returned and planked down $500 on the lawyer's desk.

"All light," he said, "I killum."

—Sprague Advocate.

Current Events

By the Man in the Street

"President appoints Committee," runs a newspaper headline. That isn't news, it's a habit. But seeing as how the President is so good at that, the man in the street would like to suggest the appointment of one more—a committee to find out what's the matter with us, and why.

* * *

The Magazine of Wall Street tells us that "We are piling up savings in the United States at the rate of about a billion dollars a month." What do you mean, "we"?

* * *

Hoover may be a good engineer but what we need is a fireman—to get up the necessary steam to run our idle factories.

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Did you ever notice that when Washington wants information on a business problem, it always calls in business men, but when it wants information on the unemployed, it calls on some well-fed official instead of the jobless?

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From a newspaper dispatch we read: "According to reports submitted to President Hoover this afternoon by Arthur M. Hyde, secretary of agriculture, and John Barton Payne, chairman of the American Red Cross, money available for relief of all kinds in the drought-stricken areas will be ample."

All of which is probably very fine expert opinion, but if the President wants real information he might try asking those who are concerned—the drought-stricken farmers themselves. For instance, here's a newspaper dispatch that reads: "According to a survey by the state board of health, taxes have gone delinquent, children are undernourished, many are out of school because they lack clothing and books, epidemics prevail among those too poor to call physicians, the milk supply has been diminished and stock and humans are suffering for food. These people are anxious to help themselves, but their morale is near the breaking point."

But then as long as Arthur and John have assured Herbert that everything is jake, there probably isn't much the rest of us can do about it.

* * *

The following letter appeared in The Indianapolis News: "To the Editor: I wonder if some of our leaders in public affairs would be kind enough to explain how the government got high-priced wheat to the drought and famine-stricken Russians some ten years back. Probably we would then know how we could get a few bushels of cheap wheat to our own hungry Americans. As an ex-service man this seems to be an important matter to me."—Charles Osborn.

That's a good question, Charley, but I'll bet you get a bum answer, if any.

* * *

"President Starts Second Half of Term," runs a newspaper headline. And business is still standing still! You know sometimes one is almost tempted to conclude that Hoover must have been a **stationary** engineer.

* * *

A news item quotes Glenn Frank, president of the University of Wisconsin, as follows: "An energetic planned communism is competing with an essentially planless capitalism and we cannot meet the competition by vilification and abuse."

Really, we shouldn't need a college president to tell us that. One of the first things every business man learns is that he cannot meet competition by slandering competitors, that "every knock's a boost." How long it will take our professional patriots to learn it is difficult to tell.

* * *

Nineteen thirty was certainly a tough year for E. G. Grace, president of the Bethlehem Steel Corporation. In 1929 his salary and bonus amounted to $1,623,753, while in 1930 it dropped to the paltry sum of $1,015,591.

Writes Roger Babson, "The basic cause at which the jobless should shake their fists is not that too few mills are running, but that too few advertising campaigns are running."

The important fact that the catastrophe occurred while advertising was running full blast is a fact which ought to mean something—if a fellow could only think just what it is.

* * *

Effective advertising can create desire, but it can't furnish the necessary purchasing power. That is a job for the economic system.

* * *

Fiction is written to entertain. An editorial is written to put an idea into the public's head. But an advertisement is written to put an idea into the public's head **that will take dollars out of their pockets**—provided and assuming society has provided the prospects with a dollar.

* * *

"Now that Congress has adjourned, the present panic will have an undisturbed chance to cure itself in the old reliable way of being left alone," says a news item. And that of course is a splendid example of thinking the thing through.

* * *

Leaving everything to the law of supply and demand might be all right, but leaving everything to supply and nothing to demand isn't so good.

* * *

The only way to assure permanent prosperity is to give less attention to increasing the profits and dividends of the classes and more attention to increasing the purchasing power of the masses. Production depends on consumption.

* * *

Apparently politicians are men elected to represent 120 million people—with the advice and consent of 120 trusts and corporations, including our chain store corporations.

* * *

The one outstanding bright spot amidst all the gloom is the way big business has met the depression. When unemployment increased from three million to four million to five million to six million, did big business sit back helpless? It did not. Here was a serious problem. Here was a matter worthy of the best brains of our biggest leaders. Here was where ability, initiative and courage would count. And the result? That historical epoch-making plan, the odd job campaign. Finding itself, after long and profound study, unable to employ the jobless millions itself, big business appealed to the housewives to solve the problem by finding something for the unemployed to do around the house, like cleaning up the cellar, painting the kitchen, carrying out the ashes, doing the dishes, etc. And that, you understand, is just another splendid example of handling a matter in a masterly manner.

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From sources considered reliable, the man in the street understands there is considerable doubt in high places as to the advisability of the Republicans using the full dinner pail as a slogan in the next campaign.

Achievement is the yardstick by which the world measures you—ambition is the standard of measurement used only by our friends.

Tom: "Aren't you wild about bathing beauties?"

Bill: "I don't know. I never bathed one."

If you have a son who is backward in his speech, don't worry. He may grow up to be a banker and the only word a banker needs is NO.

War to many women is a form of excitement, in which the primitive worship of the warrior destroys their power of reason.—Arthur Ponsonby.

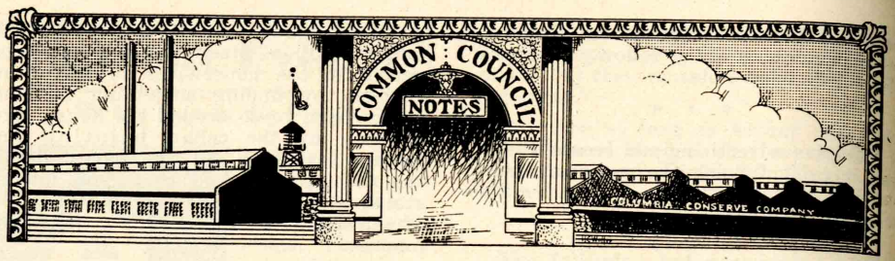
1763—"Give me liberty or give me death."—Patrick Henry.

1931—"Please, mister, give me a dime for bread."—Henry Patrick.

World peace not only means non-war. It also means co-operation and a spirit of service.—Dr. Marianne Beth.

Husband: "What would you do if I should die and leave you?"

Wife: "Leave me how much?"



C. C. Meeting, March 2, 1931

Chairman, Homer Shelley.

Minutes of the previous meeting were summarized.

The first matter of business was a report made on the personnel of the Farm Committee. It was stated that the following persons had been selected as members: William Hines, Norman Eickhoff, Albert Hines, Kenneth Lucas, and Arlie Myers. The report also stated that the Sanitation and Order Committee had been selected and the following people asked to serve on it: Basil Covert, Glen Lipferd, Joe Watson, Chloe Meharry, and Miss Franz. The proposal was made to add Mrs. Carlisle to the second committee because of the fact that she came in intimate contact with every part of the plant and was greatly concerned with the problem of cleanliness at all times. This proposal was seconded and the motion was carried unanimously. There followed a motion that Miss Franz' name be withdrawn from the committee, that she is already overloaded with work and does not seem to be enjoying very good health. In connection with this matter it was stated that she needed a vacation and ought to be urged to take one very soon. This motion was seconded and carried unanimously.

Concerning the personnel of the Farm Committee, Lawrence Roberts proposed that Estel Goodnight's name be added, making the committee one of six instead of five members. Objection was raised to this on the grounds that the committee was already large enough if not too large for the functions it would have to perform. It was proposed to withdraw the name of Albert Hines from the committee because he, too, seems to have a fairly heavy load of responsibility in connection with production and committee work at the plant. It was stated that to follow such a course would be unwise in Bert's interest, because he needed a little more variation in his work and it was suggested that his health would profit considerably by his serving on this committee. It was then suggested that Arlie Myers' name be withdrawn because he seems to have had insufficient experience with the problems of farming and that Goodnight's name be substituted for his. Council members expressed the opinion that whilst Goodnight might have a good deal of practical experience he had shown no aptitude for handling problems of management since he had come to our employ two or three years ago. It was finally decided that the personnel of the committee remain as chosen by the committee on committees with the provision that Arlie Myers and Bert Hines be regarded as consulting members and that the three members, Wm. Hines, Kenneth Lucas, and Norman Eickhoff, be empowered to act as a full committee at any time they thought fit.

There was no report from the Needs Committee on the cases of Dad Woods and Dad Ditchley.

The question was asked of whether the Council had thought of any special use that might be made of the house and barn located on the new company farm. In reply it was stated that the Health Committee had considered the advisability of converting the house and barn into a sanitarium and that this plan had met with Dr. Burckhardt's approval. It was proposed that the Health Committee again seek the advice of Dr. Burckhardt upon this matter and that a delegation of a committee accompany Dr. Burckhardt and a competent architect on a visit to the farm with a view to finding out what changes might be necessary for the building of a sanitarium and how much such changes would cost. Mr. Lee Burns was suggested as the architect, and to this suggestion there was no objection raised. The proposal was duly seconded and when put to a vote was carried unanimously.

Some time ago Dr. Burckhardt had recommended the erection of a storm door at the south end of No. 5 building. This was proposed because of the fact that many people complained of drafts and colds at a time during this winter when they were peeling carrots and potatoes. It was now stated that the need for erecting this storm door no longer existed and would not be likely to recur until next fall. Billy Hines, Sr., and Leo Zike were both of the opinion that the erection of such a door would cause a good deal of hindrance in moving to and from the building and it was therefore proposed that we suspend action with regard to the building of this storm door at this time.

This motion was seconded and carried unanimously.

The dining room came up for discussion next. The opinion was expressed that it was unwise to ask Miss Franz to continue carrying the responsibility of taking care of cash at noontimes and deprive herself of considerable leisure time each day by so doing. The suggestion followed that the dining room and its operation should be handed over entirely to Mrs. Roberts and that this should be done partly because it would offer relief to Miss Franz who seems in need of it. One member of Council asked for an explanation of the division of responsibilities which obtain in the dining room at the present time. In reply it was stated that there were three main branches of activity there which are as follows:

(1) Dietetics—the preparation of menues, etc.

(2) The manipulation and preparation of foods.

(3) The collection of monies and the payment of bills.

With regard to the first two categories the responsibility is divided between Mrs. Roberts and Mildred Whicker whereas Miss Franz has entire charge of the third category.

It was proposed that number three properly belonged to the Bookkeeping Department and that that department should become responsible for all monies connected with the dining room. A suggestion was made that we try out the plan of serving meals free of charge although it was recognized that there were some dangers connected with this, especially in the direction of our having to contend with the possibility of much waste of food stuffs. It was decided, however, to place this matter on the agenda for discussion at the earliest possible moment. It was stated that the alignment of jobs in the dining room at present might be changed to the advantage of each person connected with the work there. It was finally decided to leave this matter on the agenda for discussion at the forthcoming meeting on Friday, March 6th.

Before closing the meeting Mr. Hapgood read a letter to Council which he had received from a number of progressive Senators asking him to join them at Washington and participate with them in the discussion of unemployment. Mr. Hapgood expressed the belief that the Columbia Conserve Company was attracting more and more attention because of the success which has attended its efforts in coping with this problem of unemployment, and that he regarded it as a tribute to the group as a whole that he should be asked to attend such a meeting as the one referred to in this letter to him.

Meeting adjourned at 9:30 A. M.

Regular C. C. Meeting, Friday, March 6

Chairman, Homer Shelley.

The chairman called the meeting to order and the minutes of the meetings held on February 27th and March 2nd were read.

One correction was noted for the minutes for March 2nd. It was the intention of Council at that meeting that the dining room situation be discussed further by a committee composed of C. E. Franz, Howard Herner, Gertrude Roberts, and Mildred Whicker. This committee was to report back to Council on Friday, March 6th, any suggestions it could as to methods to remedy service and rearrange the duties in the dining room so that Council could continue the discussion and reach a satisfactory conclusion about the matter.

With this one addition the minutes for both meetings were approved by Council.

The chairman reported that it had not been possible for the dining room committee to meet during the past week due to illness and absence of some members and no further work had been done in this matter. The dining room situation would have to wait until next week for further discussion.

Dr. Aaron A. Heist had arrived from Denver on Thursday, March 5th, and was introduced to Council as our newest member. He spoke briefly about his gladness at being with us and the joy he anticipates as a member of our group. He jokingly referred to his being called "Doctor" and said he hoped that from now on that title would not be used by the group here as he preferred no distinctive "handle" to his name.

The first order of business was a report from the Needs Committee by Arlie Myers, chairman. The committee had recommendations to offer on three cases.

1. Mrs. Ophie Lewellyn, a wage worker, was found to be the only person in her household earning anything at present. There were four minor children and her husband, as well as a daughter and son-in-law dependent upon her due to the unemployment of the latter three people.

The current food bill for the family was about all that was being met as rent, light, water and gas bills were all in arrears.

It was the recommendation of the committee that we grant a 10c per hour special needs allowance to Mrs. Lewellyn during this period of unemployment of her husband.

It was moved and seconded that we accept the recommendation. In the general discussion of the recommendation questions were asked as to whether the amount suggested was sufficient to meet the situation. The committee members explained their reasons for not recommending a larger amount. They did not consider the adult daughter and son-in-law as dependent upon Mrs. Lewellyn, and did not want to discourage her husband from attempting to find employment whenever he could. It was their belief that the 10c per hour was all that was merited under the circumstances disclosed in the committee investigation and having regard to all the obligations which the company is now carrying.

After full discussion on the case the vote was taken on the motion. There were nine opposed and the balance in favor—which was a heavy majority for the motion and it was declared carried.

The committee recommended that the special allowance be granted in this case as from March 6th because of the need for immediate relief. Council accepted this recommendation by unanimous consent.

2. The next case was that of L. C. (Dad) Woods who had recently been placed on part time service on account of physical disability due to age. The recommendation of the committee was that we pay Dad Woods $15.00 per week for the part time service he now renders and that this be considered on the basis of his present needs.

The committee had reached its conclusion after careful consideration of all factors in the case and Dad Woods had turned in a list of his expenditures for their guidance.

After explanation from the committee it was moved and seconded that we accept the recommendation to pay Dad Woods $15.00 per week for the part time service he now renders. Motion carried unanimously.

3. The third case was that of Chas. (Dad) Ditchley who had been placed on the same basis of part time service as Dad Woods on account of physical disability due to age. The recommendation was that we pay Chas. Ditchley $20.00 per week for the part time service he now renders and that this be considered on the basis of his present needs. The same kind of investigation had been made of this case as in Woods' case.

It was moved and seconded that we accept the recommendation of the committee. Motion carried unanimously.

In both these cases of part time service it was the opinion of Council that whenever either of the men felt physically unequal to doing half day service he should feel free to stay at home.

The committee reported that Laurence Roberts had voluntarily relinquished the special needs allowance of $3.00 per week which had been granted him. His brother has found employment and is now able to help take care of the family expenses. This withdrawal had been effective as from February 26th.

The next report was from the Health Committee by Howard Herner, chairman.

It was the doctor's advice that Martha Stader remain away from work another four or five weeks and that a further report be made on her case at that time.

A medical recheck on the present condition of Lafe Gardner, who is on a permanent disability pension, shows that his health is in better condition than it has been for some time.

The doctor has decided now, after recent medical examinations, to place Davie Milner in the class of permanent and total disability and enter claims from the Sun Life Insurance Company on these grounds.

Dr. Harry Leer has suggested to the Health Committee that we consider placing our Child Dental Care program on an annual fee basis rather than the individual basis we use now. It was his opinion that we could secure this service, which would include cleaning the teeth three times annually and all necessary dental care, for about $8 or $9 per child whereas our present rate averages about $16 per child. The committee had no decision to recommend to Council on this matter at this time.

The Health Committee had discussed the matter of converting the newly acquired farmhouse into a rest home, or sanitarium, with Doctor Burckhardt as

Council had instructed. The doctor had expressed the opinion that this was a premature move and that we did not need such a sanitarium just yet. He did think that some part-time farm work would be beneficial to the health of some of our people, however, and suggested that we consider the proposition of sending some of our people to the farm for short periods of such activity.

There was general discussion of all these problems and the following actions were taken:

1. Moved and seconded that the Health Committee be given the authority to make whatever arrangements it may think wise with regard to children's dental care. Motion carried unanimously.

The Committee will report to Council what action it takes in this regard.

2. It was asked that the Health Committee meet with the Farm Committee so that the problem of part time workers from the plant at the farm could be discussed. Points to be considered among other things were:

a. How many people would there be who might be listed by the doctor to do this sort of work as a benefit to their health.

b. What kinds of work could be done at the farm by them.

c. What living arrangements could be made, or would be necessary, at the farm house.

Any other factors incident to this problem should be discussed and a further report made to Council as soon as the information is available.

The next report was from the Education Committee and was submitted by Ethlyn Christensen.

The class program and Monday Morning Council meeting schedule of education as adopted last November and planned to continue until March 1st was now subject to review and discussion as to the advisability of continuance.

The committee recommended that the class program be continued until summer vacation time with certain rearrangements of the personnel of the classes. The plan was to have seven or eight pupils in each class now instead of the former four, and that there would be fewer classes with less frequent breaking in on productive work and an easier schedule for the teachers to maintain.

Close co-operation with the production superintendent was planned so that the minimum of time would be lost either from productive processes or from class work through not knowing in advance which classes had to be shifted or dropped on account of work needed in the plant. These details would be worked out as formerly by the teachers and the superintendent and ample notice given to pupils and department heads when changes in schedule were necessary.

There followed a general discussion of the worth whileness of the class work and the possibility for its continuance. Several of the people who have been attending the classes this winter spoke about the helpfulness of this kind of education and the benefits they had derived from it. All who spoke were anxious to have the classes continued.

The other part of the problem which Council must consider but which the committee did not attempt to answer was our financial ability to continue to carry the added hours needed to carry on the program as we have been since we had retained a group of wage workers on our payroll through the winter months in this manner. After brief discussion it was moved and seconded that we continue the education program for the next several weeks at outlined; that we have the accounting department report for our business activities during the months of January and February, 1931; and that we ask for a forecast of business for the next four months from the Sales Committee, these two reports to be submitted at the regular meeting on March 20th at which time further discussion of the problem of continuance of the education program will be entertained.

The motion was carried unanimously.

The chairman announced a radio program which was to be broadcast over the N. B. C. network on March 7th, 12:45 P. M. Central time, by the League for Industrial Democracy. The subject was "Can the five year plan in Russia succeed?" and the speakers were to be Senator Burton K. Wheeler, Sherwood Eddy and Vera Micheles.

It was announced, too, that Paul Blanshard, of the L. I. D., was to be the speaker at an open forum meeting sponsored by the Industrial Committee of the Y. W. C. A. on Saturday, March 14th, at 8:00 P. M. at the Y. W. C. A. All those who could were urged to listen in on the broadcast, and to attend the open forum meeting.

The chairman next introduced a visitor who had spent the day in our midst and who represented another experiment in democratic, or co-operative practices. Dr. Wm. B. Zeuch, Director of Common-

wealth College, Mena, Arkansas, was given the opportunity to tell Council about his experiment in workers' education during the next hour. He gave a brief history of the aims and purposes of the school and how it has been meeting the problem of self support and academic freedom during the past six years. Starting with no capital and working through all the difficulties of a pioneer effort there has been a gradual evolution from autocracy to the present stage of representative government on a constitutional basis. There is now a 2/3 student representation on this governing body. All buildings have been completed by home labor and there are 22 such buildings and 320 acres of land owned by the college.

The school's purpose is that of training leadership for the Labor Movement which is divided into three categories—Mental, Managerial and Manual. Teachers and students live and work together co-operatively on a basis of four hours work and four hours of study daily.

The school is now about 93% self supporting and hopes soon to be completely self supporting. No degrees are granted but a high academic standard of school work is maintained.

After Dr. Zeuch's speach concerning Commonwealth a question period was entertained. An informal discussion centered on a definition of "Co-operation" and whether inherited characteristics played an important part in determining leadership abilities or whether environment was more of an influencing factor.

Dr. Zeuch expressed pleasure at being with us and invited us to visit Commonwealth.

The meeting stood adjourned at 10:00 P. M.

Special C. C. Meeting, Monday, March 9

Chairman, Homer Shelley.

The meeting was called to order by the chairman and the minutes of the previous meeting were summarized.

The first order of business was a report from Ken Lucas about his trip to the Silk Guild, Inc., mills at Paterson, New Jersey. Ken had spent the week of March 1st at the mills auditing the company's activities and studying the business situation there.

A full and detailed picture of the present state of affairs at the Silk Guild mills was given by Ken. Situated about 17 miles from New York City, in a town which is principally a mill village, these mills have been caught in the web of economic conditions which have demoralized the entire textile industry in recent years. Even more recently the general economic depression, which has faced the entire country during the past two years, has made the struggle for existence harder than ever.

In spite of these hardships the Kimball sisters and their associates have continued to try to operate the mills under a system of democratic management similar to ours. They have suffered losses each year and the accounts show a loss for the first two months of this year as well.

Because of these facts it had been Ken's advice that the plant should discontinue operations. This suggestion had been made to the entire mill force at a council meeting held on Saturday afternoon, March 7th. The whole situation was explained to the group and there was unanimous agreement amongst the workmen that the proposal to close the plant was a wise one and should be adopted. The reason was that discontinuance now would allow the Kimball sisters to salvage a small portion of their investment.

Most of the workers were agreed that the plant should be closed in spite of the fact that this would mean unemployment for them with little hope of securing other jobs in Paterson.

The Kimball sisters were not in entire agreement with the suggestion and were very reluctant to discontinue operation since they were more interested in carrying on their experiment in the interest of all the workers than they were in saving any portion of their own investment.

It was the opinion of Mr. Hapgood and Ken that the spirit of the Kimball sisters was very fine and the workers showed a marked degree of co-operation. They were agreed, too, that competent production knowledge obtained in the mills. The knowledge of cost accounting and of buying and selling was very limited however, and there was need for more technical skill in these three departments.

The system of merchandising the finished silk cloth at present was through the medium of a sales agent in New York City who handled the account on a commission basis. The selling price of the goods was left to the agent who worked on a competitive bargaining basis and secured sales without any attention to, or knowledge of, the manufacturing cost of the product.

There was no system of accounting being used by the mills at present and it was a definite recommendation that an accountant be employed to keep accurate bookkeeping records of all activities. The recommendation had been approved.

Because of uncertainty as to just what next steps ought to be taken it was decided at the mills council meeting on Saturday to wait until Mr. Hapgood could make a report concerning certain investigations with regard to a different system of merchandising the products. When this report is made further discussion about the advisability of continuing operation of the mills will be entertained and some final decision reached by the Kimball sisters together with the Silk Guild workers.

Mr. Hapgood asked our Council to permit Ken Lucas to return to Paterson when he makes his report so that together they can go over the situation with the workers there. This will probably be about the middle of March and would require only a day or two at Paterson. Council readily agreed to the suggestion. In the course of his remarks Mr. Hapgood again stressed the importance of devising some means of keeping in touch with struggling co-operatives over the country so that advice and assistance could be rendered wherever possible. Besides the distress caused to the people in the plants immediately concerned it was decidedly harmful to the whole general co-operative movement to have any experiment fail.

Ken conveyed the thanks of the Kimball sisters to our Council for the interest we have shown and the assistance we have given them. They hoped some day to be able to reciprocate our kindness.

The next order of business was a general report about our publicity work and the speaking campaigns which are being carried on in the interest of spreading information about our experiment. Mr. Hapgood explained the plans now being carried through in intensive speaking engagements covering whole sections of the country. He and Powers had done such work on the West Coast in January and February. Powers is now on a three weeks trip into Nebraska and Kansas. A large number of engagements are being made in Iowa and several speakers will cover that territory during several weeks in April. Other meetings are scheduled in Rochester and New York during the latter part of April which Mr. Hapgood will address and Mr. Heist will assist him. Perhaps a series of meetings will be scheduled in Milwaukee.

Numerous requests are being received to have speakers tell about the Columbia. It was Mr. Hapgood's opinion that we should fill as many of these as we could but that some care should be used in selecting those groups which could be most influential in bringing about changed conditions and educating public opinion. He believed that the Speakers Committee should, where possible, use the following lineup in choosing which persons should fill engagements from among those who now represent the company on the public platform:

1. Trade Union and College Groups—Powers Hapgood and Jack Evans.

2. Churches and College Groups—Mr. A. A. Heist and Ethlyn Christensen.

3. Business and Church Groups principally—Wm. P. Hapgood.

Mr. Heist was asked to express his opinion about the value of such publicity work. He said that he believed the work was very valuable for the spreading of publicity for the ideal of industrial democracy, and for the sale of our products through stimulation of consumer interest in that ideal. He stressed the importance of the church as a medium for carrying this message to the public and said he hoped he could speak for us in many pulpits and write articles for all kinds of church papers and magazines. Right now is the psychological moment to strike hard in this task of educating the public because of the general interest in trying to find a way out of the general business depression and in operating business on a more stable basis in the future.

A general discussion of the importance of this work was indulged in by council and it was pointed out that members of our group could be of service and could learn more about this type of activity if they would take advantage of the opportunities which are presented occasionally to attend such meetings as are held here at the plant. Such meetings as the Time Study Club and the group sponsored by Miss Adele Pantzer were cited as cases in point. Other local groups asking for speakers from our company might be willing to hold their meetings here and permit our workers to attend if we, as a group, showed enough interest to make it worth while for Mr. Hapgood or the Speakers Committee to try to make such arrangements.

It was pointed out that everyone in the group should feel personally concerned and responsible for telling the Columbia story to his friends and to groups he might come in contact with such as his church or lodges, or social clubs, etc.

Mr. Hapgood suggested that the Education Committee take whatever steps

were usually followed and add Mr. Heist to the teaching staff of our plant classes. Rather than take any further time by referring the matter through the regular committee channels it was agreed by Council that Mr. Heist should consult with the committee and begin at once to take part in such teaching activity as he could arrange for. Consultation with the other teachers would determine which classes he would later take over. Since it is understood that all the teachers are members of the Education Committee Mr. Heist will be automatically added to that body.

Mr. Hapgood asked Council if it had any suggestions to offer him as to what to present to the Washington conference meeting which he has been invited to attend on March 11th and 12th. None were forthcoming since the group preferred to leave the matter to his own good judgment.

The meeting stood adjourned at 9:30 A. M.

Regular C. C. Meeting, Friday, March 13

Chairman, Ken Lucas.

The meeting was called to order by the chairman and the minutes for the meeting on March 6th were read and approved.

The first order of business was a discussion of the problem of "temporary transfers." This matter had been raised because of evident confusion and misunderstanding about who had the jurisdiction over the recall of persons who had been loaned from one department to another on a temporary basis. Was the department leader who had borrowed assistance subject to the sudden withdrawal of that assistance upon the demand of the leader who had loaned the person even though the need for help was not diminished at the moment? Two cases were mentioned as instances in point: 1. The transfer of Blanche Forrester to the Standards department during the period covered by the trip to Llano by the leader of that department, and the long absence due to a sinus operation for Goldie Sheets, followed by a tonsil operation for Lucille Burkhart which caused her absence for two weeks. The total period was through the months of December, January and February and the work done required some training and could not be done by just casual assistance obtained on a moment's transfer or change. The transfer had been arranged through the regular channel supposedly used for such transactions—the Personnel department. Later consultation with the Health department and Doctor Burckhardt determined the continued need for assistance in the department if current work of the department was to be kept up and the Bookkeeping department supplied with data it needed to complete statistics for the six months period July to December, 1930.

Disagreement had arisen between the two department leaders when the loaning department wished to recall Blanche and the borrowing department still needed her services in mid-January.

2. The case of Olive Ferguson, who had been transferred to the Bookkeeping department to serve as telephone girl and payroll assistant during the absence of two men from that department to Llano during three weeks in December, was similar. Olive has, up to the present, been retained in the Bookkeeping department. She, and two young men, Robert Davis and Edward Burpee, had been transferred to that department the first of December on a temporary basis and all three were still being used there, though Bob Davis had gone out on sales work the first of March.

General discussion only emphasized the confusion which exists concerning such transfers. Several questions were asked such as "What constitutes 'temporary' when transfers are arranged?" "Who settles disputes when such arise over recall or retention of the transferred person?"

Jack Evans suggested that Albert Hines, because of his position as Production superintendent and familiarity with the comparative needs of most departments, be given the responsibility for reaching a decision, in cases of disagreement, and handing the verdict back to the department heads concerned. Ethlyn Christensen raised the point about the need for conference of all parties concerned. Miss Franz disagreed with Jack's suggestion because she thought Bert Hines was not in a position to judge so far as general office needs were concerned. Others thought that it was the responsibility of the personnel director to handle such matters. Still others thought the personnel director did not understand plant needs well enough to reach satisfactory conclusions.

Finally it was decided to defer further discussion on this matter until the next meeting, on Monday morning, when Bert Hines would probably be present and his views on the subject could be obtained.

The next report was from the Health Committee, by Howard Herner, chairman. Thomas McCloskey and Mrs. Ivan Miles had had their tonsils removed. Mrs. Charles Jones had spent several days in the hospital on account of an infected finger. The doctor had advised that Ruby Hawkins should remain at home for several more days because of a recent illness she has suffered.

Howard Herner next reported the proposition which had been made at a recent meeting of the Indiana Canner's Association, which he and Wm. H. Hines had attended, which provided for reorganization of that body. Instead of the rather loose organization with all officers on a voluntary service basis as formerly it is now proposed to have a full time paid secretary and the new body be known as "The Indiana Canners' Association, Incorporated." Yearly dues would be higher because of increased costs of a paid secretary and the activities he would carry on of a research character. These dues would run from $50 to $200 per year figured on a sliding scale based on the number of cases of goods produced during the year. Our own dues would be $200.00 per year because of the volume of our production and these dues could be paid quarterly. Equal representation was provided for in that each organization holding membership was entitled to only one vote regardless of size of the company.

Some of the general advantages to be derived from membership in this association were the securing of data collected through research such as tomato acreage contracted in the state, crop forecasts, amount of goods packed in the state, etc.; and in addition it was the purpose of the group to try to raise the general quality of the products packed in the state through securing legislation which would raise the standards and to seeing to it that the standards are maintained.

After some discussion on this matter it was moved and seconded that we join the reorganized Indiana Canners' Association, Inc. Jack Evans commented on the fact that his incidental contacts with the Indiana Canners in several of their meetings did not give him a feeling of great hope for enlightened leadership from that organization but even with his own mixed feelings about this subject he believed we should join now and watch future developments carefully. Taken to a vote the motion was carried unanimously.

The next item of business was a letter from the Missouri State Life Insurance Company concerning the matter of Pension insurance. The letter was read to Council and brief discussion was entertained. The majority of the remarks were not in favor of securing such insurance but there was not enough information available about the subject on which to base a decision. A question was asked as to whether we ever had an actuarial estimate made of our probable actuarial status say 25 years from now? Do we know what our obligations in regard to pensions may be at that time?

Jack Evans replied in the negative to these questions and explained our present situation and our future plans as nearly as we knew them at this time. Our ability to carry our own pension program was felt to be fairly good and in the future, after we have bought all the outstanding common stock of the company, we will have an easier time in meeting financial obligations of this kind because we will have more of our surplus earnings to devote to such things.

It was moved and seconded that the matter of securing more information concerning Pension insurance be turned over to Ken Lucas and that he report to Council at a later date concerning this problem. Motion carried unanimously.

The next item of business was a general discussion about the Sun Life Insurance Company of Canada with whom we carry our company group life insurance policies.

There were questions raised about the business practices supposed to be indulged in by this company and about its soundness as a business institution. It was impossible to get very definite conclusions from the statements which were made without further more detailed investigation of the matter. A suggestion was made that we refer this matter back to Jack Evans and Howard Herner who were the persons chiefly responsible for the selection of this company in which to carry our insurance. Objection was raised to this and it was moved and seconded that our company attorney be instructed to investigate the standing of the Sun Life Insurance Company and make a report to Council about it. Motion carried unanimously. Howard Herner was asked to make the necessary arrangements with the attorney.

Next followed a general discussion about how pension payments are made out of life insurance rebates to the company received on account of total disability allowance. Several questions were asked as to what we intended to do about such cases as Lafe Gardner, Davis Mil-

ner, Dad Woods or any others where total disability claims may be entered. What about those of our salaried employees who do not carry group insurance? Are we, in a sense, penalizing people like the family of Lafe Gardner at the expense of others?

No definite decision could be reached on this matter and it was decided to carry over the discussion until the next Council meeting which would be Monday morning.

The meeting stood adjourned at 9:30 A. M.

C. C. Meeting, March 16

Chairman, Ken Lucas.

The question, left over from our previous meeting, with regard to the mode of procedure to be followed in handling temporary transfers from one department to another was brought before the meeting by the chairman. It was explained that some difficulty had been experienced by some heads of departments in getting mack to their department those employees whom they had transferred temporarily to other departments. This caused a good deal of dislocation in the departments affected and some ill feeling between leaders.

Council ruled that a department head who agrees to the transfer of one or more workers on a temporary basis to another department has a prior claim upon such people as are transferred, and it is understood that any transfer is made subject to the person transferred being recalled at any time by the leader of the department in which he or she worked as a regular employee before the transfer took place.

It is understood that transfers be made by mutual consent of department heads, but that where it was necessary the heads of departments should consult the superintendent and in cases of any misunderstanding or difficulty the matter should be referred to the Personnel department.

Albert Hines asked permission to state that he had talked to Dad Woods on Friday of last week and had understood that Dad was anxious to have an opportunity of expressing his appreciation to the group as a whole for the generous way in which the group had treated him. The chairman called upon Dad to make his statement to Council, and in the course of a few minutes he explained he was extremely grateful to the Columbia Conserve Company for the way in which the company had treated him during the 14 years that he had been in our employ. He expressed his pleasure at being on pension and felt that $15.00 a week would be enough to relieve him of all concern with regard to living and other expenses.

Dad Ditchley also expressed to the group his appreciation of the way in which he had been treated and said that in the 20 years from 1911 to 1931 that he had worked for the company he had done his best in the interests of the company and had in return received generous treatment at all times.

The group responded to both speeches with very cordial applause.

It was suggested by a member of Council that there was need for making the ceremony of retiring veterans that would be more impressive than the one through which we had gone in former cases, and the suggestion was made that a committee be appointed to draw up an address which would be framed and presented to each person who was retired on a pension so that the individual might be reminded of his association with the group and which would recall to his mind pleasant memories of the past. The suggestion was very readily received by Council and the Committee on Committees was instructed to appoint a small committee to deal with this matter.

The next matter of discussion was the problem of finding a satisfactory basis upon which to act with regard to payment of group life insurance policies.

The meeting on Friday night revealed that there was a good deal of confusion and misunderstanding as to what purpose we had in mind when we entered into the plan of group life insurance, and the feeling was expressed that our present practice of cashing in upon policies when an individual became permanently and totally disabled was contrary to the idea that most people entertained when they took out insurance through the company. Most people felt and still feel that the only purpose to be served by participation in a group life insurance system is to provide some protection for dependents in the case of a salaried employee's death.

The discussion was lengthy and revealed that there was a fairly close connection between our insurance system and our method of paying pensions based upon needs. That at least is true so long as we take advantage of the optional clause in our insurance policy which enables a disabled person to claim disability insurance.

Because of the complications involved in this question, it was decided to appoint a committee to investigate the nature of our present insurance policy and to consider the wisdom of our present procedure with regard to cashing in on the policies of disabled and incapacitated employees.

This committee is to report to Council as soon as possible. The committee is to be appointed by the Committee on Committees.

Meeting adjourned at 9:25 A. M.

C. C. Meeting, March 20

Chairman, Homer Shelley.

Minutes of the previous meeting were read and approved.

A report was made in behalf of the Committee on Committees by Miss Franz, chairman. The committee had been instructed at a previous Council meeting to appoint a small committee to deal with the preparation of a suitable Address to be presented to all employees who are retired on pension. Miss Franz reported that this committee had been chosen and that it comprised two members, Lucille Burkhart and A. A. Heist. Council had also instructed the Committee on Committees to appoint a committee to investigate the nature of our present group life insurance policies and to consider the wisdom of our present procedure of cashing in on the policies of those members who become totally and permanently disabled. The committee appointed for this work consists of five members as follows: Homer Shelley, H. E. Herner, A. D. Myers, Leo Tearney, and Jack Evans.

Mary Lipferd was appointed as alternate member. Council approved of the appointment of these two committees and the personnel thereof.

H. E. Herner reported on a joint session of the Health and Farm Committees that had been held during the course of the week. The two committees had discussed the question of whether anything helpful could be done to use our farm property in the interests of our health program. The two committees had decided that the time had not come for any action being taken in this connection but that further consideration be given this matter after the Farm Committee had had more experience of operating the farm and the Health Committee had more definite knowledge as to what could be done. This report was accepted by Council without comment.

W. H. Hines made a preliminary report in behalf of the Farm Committee stating that the task of organizing the work on the farm had been undertaken and that some progress had been made. The Council will receive a fuller report within the next few weeks.

Wm. Kalscheuer submitted a request to Council for a three month's leave of absence without pay so that he might go back to Germany for a vacation. It was explained that he found it considerably cheaper to undertake the trip during the spring than to do so during the summer time, therefore, he asked to have Council approve of his request so that he might go at the most opportune time for himself.

Albert Hines explained that the period between now and our summer vacation would be also a favorable time for Willie to be away from the plant. The chief matter occurred to Bert to be that he might be back here to participate in the work which will have to be undertaken during the busy season. It was moved and seconded that Wm. Kalscheuer be given three month's leave of absence without pay. This was carried unanimously. It was understood that Willie's normal vacation for 1931 would constitute part of this three months period.

H. E. Herner, treasurer, gave a financial report covering the eight month's period ending March 1st and another covering the two months' period ending at the same time. In discussing these reports it was shown that our business had fallen off about 20% but there was not a corresponding drop in our revenue and profit. This was accounted for because of the fact that we had been purchasing raw materials at a somewhat lower price than was the case in the eight months covering the same period of 1929-30. There was a marked increase in our shrinkage in sales for the two months ending March 1st as compared with the same period in 1930. A number of questions were asked concerning this drop in sales. Red Knapp and Hugh Bogardus both in from sales trips, reported that they found it difficult to find an adequate explanation for this fall-off in our sales at this time. It was generally conceded that the continued business depression had a good deal to do with our present situation although it does not constitute an adequate explanation. Wm. P. Hapgood reported that in his opinion the jobbers have failed badly to sustain positions on the sale of soup under their own label which had been gained for them with our assistance. He expressed disappointment at the inability of the jobbers to work steadily on their

private label soups for any length of time after our salesmen withdrew from their territories. He reported that in view of this situation he was going to recommend to the sales committee that the Indianapolis market be used as a testing ground for the adoption of a new policy. He stated that he would propose that all the Indianapolis jobbers be asked to accept our proposal of putting the name of the Columbia Conserve Company on all cans of soup purchased by them under their label and that we launch upon an active campaign to sell the consumer their soups, using the instrument of making known our social and industrial policies for this purpose. It was his belief that we had reached the point where we will have to sell the consumer in addition to the jobber and retailer, but that it was necessary to test this plan out before embarking upon any national or general plan.

The financial report was set aside because of the lateness of the hour so that other matters calling for immediate attention be dealt with.

The Personnel Committee offered a partial report through its chairman, A. D. Myers. Arlie explained that it had been the intention of the committee to submit a full report at the time when it had completed its work but that because of certain pressing needs it had felt it expedient to offer a report at this meeting.

He explained that one of the most immediate needs felt throughout the organization was that of providing Mr. Hapgood with competent assistance in the performance of his many duties. He had consulted with Mr. Hapgood with regard to this problem and had reported the result of his consultation to the committee. The committee, as a result, had come to a conclusion to recommend that Dorothea Nord-Holt be appointed to act as Mr. Hapgood's secretary thus relieving him of some immediate work which he has to perform and later on taking upon herself the responsibility of answering most, if not all, his correspondence—if Mr. Hapgood so desires. The committee recognized that the proposed transfer might lead to both Dorothea and Mr. Hapgood having to face many difficult problems in their mutual relations, but that in view of the fact that Dorothea had marked ability to do some kinds of work and Mr. Hapgood needed to have that work done for him, it would be worth while trying out this new arrangement to find out how it works.

The committee's next recommendation was that Homer Shelley be transferred from the Bookkeeping department to the Standards department to act as Dorothea's assistant. It was explained that Homer had had considerable experience with Standards work and had as much all round knowledge of the plant and its operations as any one member in the organization. It was also stated that he was temperamentally well qualified to work in the department and to assist in the job of making the work of the department understood by all members of the organization. The committee expressed the hope that after a period of training Homer would be able to undertake the responsibility of the department and its functions and that he should assume leadership of the persons within the department as soon as possible. H. E. Herner was asked his opinion about the transfer of Homer from his department to the Standards department and stated that he approved of it if the committee thought wise to make it. He commented, however, upon the difficulties the Bookkeeping department had experienced during the last twelve or eighteen months because of transfers of a temporary nature which had been made within it and expressed the hope that Council give consideration to the matter of possible dislocations caused by transfers being made too frequently.

After a good deal of discussion it was decided to accept the committee's recommendations and to ask a committee composed of Ethlyn Christensen, H. E. Shelley, and A. D. Myers to make the transfers effective as soon as convenient to the departments concerned.

Meeting adjourned at 9:40.

Special C. C. Meeting, March 23

Chairman, Homer Shelley.

The minutes of the previous meeting were summarized. The first order of business was a continuation of the discussion of the business report for the present fiscal year up to March 1st. H. E. Herner stated that at the previous meeting he had given no figures with regard to so called lost time. It was explained that lost time meant time taken out of production and used for such activities as education, committee meetings, personal business, illnesses, going to doctors, dentists, occulist, etc. For the period under discussion this lost time amounted to $27,100.07.

It was suggested that the term "lost time" was misleading and that a new term be used. In explanation, it was stated that people would conclude from the use of the term "lost time" that such time was not productive of good results for the Columbia Conserve Company, whereas in point of fact practically all the time considered under this heading was used in some kind of activity or other which would ultimately produce good results. It was taken by consent of the meeting that the new term "time consumed" be used in future in connection with the figures referred to above.

Last Friday's discussion concerning business forecasting for the four months ahead of us was resumed at this meeting. Leo F. Tearney was called upon to express his opinion about the possibilities of our business either increasing or holding its own in the period between now and vacation time. Leo replied that he did not think general business would get better during that time but that our business might actually improve providing we continue to offer the special deals on which we are now working. It was his opinion that our business for this year would be equal to and probably better than last year's. Leo commented upon the general opinion among grocers concerning the practice of special deals attracting a large class of bargain hunters who move from store to store buying only those items that might be put in the lost leader class. The development of this practice seems to be giving grocers a good deal of cause for doubting the wisdom of the custom of putting such bargains before the public.

The demonstrating group reported upon conditions in Minneapolis and St. Paul. Each one gave a short but clear report of the impressions gathered by her whilst doing this work. Ethlyn Christensen, Mary Lipferd, and A. D. Myers reported upon conditions in the local market, and Frank Baldwin and Bob Davis gave brief reports concerning their experiences whilst on recent trips in the states of New York and Iowa respectively.

Mr. Wm. P. Hapgood re-stated his proposal to launch upon a new plan in the working of the local market placing emphasis upon the need for our securing the jobber's consent to place our name upon the can and following that working intensively upon the sale of private label soup in Indianapolis.

Mr. Hapgood gave it as his opinion that there was an even chance that we would maintain the same level of production and sales for this year as we did last year and that we would probably do better for the four months ahead of us than we did for the corresponding four months of last year. He thought, however, that to achieve this we would have to continue with our drive and special deals. He urged that members of the sales force be alert in the matter of gaining both specific and general information about the soup market and stated that it was a very genuine need that we know all that it is possible to know about market conditions.

The question of continuing our educational program was raised after this discussion. Those who spoke about the matter showed that they were in favor of going ahead with these classes up to the time that the plant closes down for our vacation period. It was taken by consent that the educational program now being conducted be continued insofar as possible on the present schedule but that this schedule be modified if production needs called for that course of action. W. H. Hines explained that it was probable that we would have a plant shut down for four or five weeks this year because of the need for doing repair work in various parts of the buildings.

Mr. Hapgood was called upon to give a report of his experiences at the recent Washington Conference. He explained that the conference was an extremely interesting one although its attention was centered mainly upon providing relief in our present distressing situation, insofar as millions of workers and farmers were concerned, rather than applying fundamental remedies to our economic and social situation. After a couple of days in the conference he came to a conclusion that it was an inopportune time for him to present the plan of the Columbia Conserve Company or to talk at length of the way in which the industrial situation appeared to him. He therefore elected to withdraw from the conference without making any statement or speech. He left Washington and visited New York, Boston, and Paterson, N. J. At these places he met various groups of people who were interested in problems of industrial control and management. He consulted with Messrs. Bates, Metcalf, Kendall, and Coonley and others. Each of these men is deeply interested in the problems of democratic management although not all of them are prepared to accept the philosophy which stands back of the Columbia Conserve Company. Arising out of these discussions he stated that it was decided to form a new Foundation, membership in which would require that each applicant show at least the qualification of absolute fearlessness with regard to the discussion of any problem relating to

industry or society. Mr. Metcalf, Mr. Bates, and Mr. Hapgood banded themselves together to form the nucleus around which a large group might be built as time goes on. A check for $500 had been received from a large shoe manufacturing concern so that this movement might be started on its way. It was suggested the new organization take the name of Industrial Experimenters Associated.

The members of this new association had agreed that the first step they should take is to find out how many industries there are in the United States which have within them men and women who are anxious to change the set-up of industry as it stands today and who are working in one way or another to bring about this change. The members of the association believe that the present situation in the field of industry and commerce is particularly opportune for starting such an investigation as they contemplate undertaking. The proposal made some time ago that a scholarship be granted under the auspices of the Wortheim Foundation had fallen through because the scholarship had now been awarded for some other purposes by the secretary of the Foundation.

Mr. Hapgood reported that on his trip to the East he had been told of a very interesting experiment which is being conducted at a State Prison on the outskirts of the city of Boston. The prison is located on a thousand acre tract of land and has on it four very large cottages which house 183 prisoners and their guards. It seems that the prison is run on the basis of self government through the agency of a weekly council meeting. No specific information was available about the history of the experiment but Mr. Hapgood has been asked to visit this institution when he returns to Boston next time. He is hopeful that he will be able to accept this invitation shortly and report to Council on his experiences.

At the close of the meeting the Rust Brothers from Llano Colony were introduced and a very cordial welcome was extended to them. They replied briefly and appropriately.

Meeting adjourned at 9:30 A. M.

Special C. C. Meeting, March 25

Chairman, Kenneth Lucas.

No minutes were read at this meeting.

The first matter of business was the discussion of a letter read from Mr. Henry Metcalf, dealing with the organization of the Industrial Experimenters' Associated and the reply to this letter written by Mr. Hapgood. Mr. Hapgood gave a brief case history of each person mentioned in the letter—Messrs. Metcalf, Bates, Coonley, Person, Brown and Cary.

He elaborated upon his statement made at a previous Council meeting, dealing with the work of the foundation. He stated that no definite fees were proposed and that in that regard this association would be different from all other associations with which these men are connected. He explained that each organization would be asked to subscribe what it could and was willing to subscribe to the foundation.

He explained the need for funds with which to organize these industrialists who had already shown interest in the work and those who might show an interest later on. A letter was read from the Brookings Institute together with Mr. Hapgood's reply to same. This was only related to the question under discussion in an indirect manner. It was moved and seconded that we make a payment of $500 towards the Industrial Experimenters' Associated, to be used for the purpose of organization of that group.

George Gregory raised the matter of the possibility of raising this sum through individual contribution rather than making it a company one. In reply it was stated that such a course would not be wise to follow with regard to this particular matter. The payment made to the foundation should be regarded as a business transaction or as an investment from which we and others might expect to profit later on. The motion made and seconded to make this payment was put to a vote and carried unanimously. H. E. Herner asked that a full explanation of the reason back of making this payment be recorded in the minutes so that income tax requirements might be met.

In connection with the research work which the foundation has in mind to undertake, it was stated that Madame Miscolczy, who is now doing post-graduate work at Bryn Mawr, would be well qualified to serve the foundation in this capacity. All the members of the foundation who had met her were unanimously of the opinion that she could undertake this work and do it well. Mr. Hapgood explained in reply to a question that it would be appropriate for us to place her on our own pay-roll for the time necessary for her to perform this research work and to furnish the foundation with a report.

There followed a general discussion about this matter and no conclusion was arrived at because of the fact that Council had to adjourn at 8:30 a. m. It was decided to carry this matter over until our Friday meeting.

Meeting adjourned at 8:30 a. m.

C. C. Meeting, Friday, March 27

Chairman, Kenneth Lucas.

The minutes of the two meetings of March 23 and 25 were read and approved.

Miss Franz reported on behalf of the Dining Room Committee, stating that the committee had come to the following decisions and recommended same to Council:

(1) That Mrs. Roberts be given charge of the preparation and manipulation of all foods in the Dining Room.

(2) That Mildred Whicker be asked to take charge of planning meals and acting in the capacity of dietician.

(3) That the Bookkeeping Department be asked to keep all records with regard to purchases and sales and to take in cash in the Dining Room each day.

Miss Franz stated that the committee was of the opinion that there was no cause for friction in the operation of the Dining Room, as each one could be assigned the jobs for which she is best trained and adapted. The committee further recommended that Maude Malcolm, who now assists part time in the Dining Room, be added to the regular staff and that she be transferred from the Label Room to the Dining Room. It was proposed and seconded that Council approve of Maude's transfer. This was carried unanimously. It was later moved and seconded that the committee's recommendations as embodied in Miss Franz's report be accepted. This was carried unanimously. Miss Franz stated that complaints, criticisms and suggestions with regard to the Dining Room should be lodged with the appropriate person.

An investigation into the possibility of our establishing a system of free meals at lunch time each day revealed that to follow such a course would cost us between six and seven thousand dollars a year. The committee made no recommendation with regard to this suggestion, and discussion of it was postponed until a later meeting.

The Stock Purchasing Committee issued a report through its chairman, W. H. Hines, in which he stated that L. C. Woods, an employee now on pension, had made a request that the company buy back from him $400.00 worth of preferred stock. The committee's investigation revealed that "Dad" Woods had incurred several rather large debts in recent months and in examining these they suggested that he had not used good judgment in the matter of many purchases that he had made. Because of this the committee felt that it could not recommend that the original request be granted, but that it felt justified in recommending that the company buy $175.00 of preferred stock from Woods, so that he might meet some of his debts that called for immediate payment. The committee also recommended that Kenneth Lucas be asked to accompany "Dad" when he makes payment of these debts so that the Columbia Conserve Company will be protected insofar as that be necessary. The recommendation was carried by a majority vote.

H. E. Herner reported that he had had conversations with Dr. Leer and reported that Dr. Leer had taken steps to comply with the provisions of his contract with us which states that if and when his income from all sources reaches $5,200, he would reduce his hourly rate to us from its maximum of $3.00 to as near as possible to the minimum of $2.00. Already Dr. Leer has reduced his rate in accordance with this contract to $2.80 per hour and plans upon a further reduction being made soon. In reply to a question, Dr. Leer stated that he believed the greater part of our dental work had now been done and that the cost of same should decline rapidly from now on—insofar as our present salaried force is concerned. A member of Council asked the doctor whether he felt that it would be wise to have some if not all of the dental work of the company done at the plant. Dr. Leer replied that he did not think so, because the cost of equipping a dental office would be high and the saving incurred by having one in the plant would be confined to employees, whilst a great deal of the dentist's time is now consumed in dealing with dependents. He stated that he would be glad to give any figures Council might want with regard to the probable cost of equipping such an office in the plant.

The chairman at this point asked that we resume our discussion held at our previous meeting with regard to the employment of a research worker. Mr. Hapgood opened the discussion by stating that perhaps it would be better for us not to use the word "Foundation" in connection with the new organization that he and others had been attempting to organize within recent weeks. Such a name, he thought, might be misleading if used in connection with the organization at this time. The subject under discussion was divided into three parts as follows:

(1) Do we want the work of investigating the status of industrial democracy in the United States undertaken?

(2) If so whom would we want to do the work?

(3) What remuneration should we offer such a person?

Mr. Hapgood replied to a question, stating that Madame Miscolczy would be available for work for us after June of this year. An explanation was given as to what duties would fall within the field of such a research worker as we had in mind. It was stated that he or she would be engaged in an effort to find out how many business organizations there are in the United States who are attempting to establish self-government within themselves or who have already done so. It was estimated that the work would take from three to six months and perhaps longer and would be divided into two parts:

(1) A preliminary survey of the field with a possible recheck and more intensive study of individual plants.

(2) The issuing of a final report covering the work done.

One of the difficulties that Columbia representatives have met with in advocating the principles of democracy within industry is that they have little or no information about experiments being conducted in plants other than their own. This handicaps them in the presentation of their own principles and points of view and makes it difficult for them to convince other industrialists that democracy in industry is practical within any kind of business and regardless of its size. After this explanation had been given, it was moved and seconded that this research work be undertaken and paid for by the Columbia Conserve Company. H. E. Herner expressed his opinion that he thought others who had shown an interest in our plan of operation should be asked to assist in paying for this work. He mentioned the possible loss of time which might be consequent upon Madame Miscolczy withdrawing from the work before it was completed. The motion was put before the house and all voted for it, with one expressing himself as being undecided in the matter.

The next question was that of "Who should do this work?" Madame Miscolczy's name was suggested as being that of one who had very good qualifications and who would be likely to do the work very well. It was explained that she was a graduate of the University of Budapest and was at present at Bryn Mawr doing post-graduate work. She has had a good deal of experience at manual work in various factories and has shown a deep interest in the problems confronting industry and society. Her connection with scientific management associations, both here and abroad, constitute evidence of the fact that she has a scientific interest and she seems also to have an ability to understand the problems that stand before persons and groups who conduct and work in industry. The name of Powers Hapgood was suggested as a candidate for this job, but he himself felt disinclined to take it because of the fact that he had been connected for so long with partizan efforts to change the basis upon which industry now rests and because of the reputation for being radical in his views that he has in certain quarters, it would handicap him in getting the information necessary. After Powers and others had spoken, a motion was made that Madame Miscolczy be asked to undertake this work. This motion was put to a vote and all voted for it except two—one voted against it and one voted undecided. The question of what remuneration be offered Madame Miscolczy proved to be exceedingly difficult to handle. The group was divided in its opinion as to whether we should offer her a salaried position with us, partly because she was a temporary worker and partly because we had several wage workers with us at present whose attitude and performance seemed to some people to merit their being placed on salary. After a lengthy discussion of this matter, it was decided that Mr. Hapgood correspond with Madame Miscolczy and ask her about her views on the matter of what remuneration she should get from us whilst doing this work and the terms under which she would want to be associated with us.

Miss Franz, acting in behalf of the Committee on Committees, reported that the committee had met that day to discuss the wisdom of re-constituting the membership of the Speakers' Committee. The experiences of the last several weeks suggested it would be better if the Speakers' Committee be comprised of those of the organization who are called upon to represent the company before the public, and that the Committee on Committees recommended that the Speakers' Committee as it now stands be disbanded and a new one formed composed of those persons who do public speaking for the company. This recommendation was accepted unanimously. Miss Franz reported that the Committee on Committees recommended that A. A. Heist be added to the education committee. This recommendation was carried. Meeting adjourned at 9:35.

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

75

AND IT WORKS!

"A business owned 53 per cent. by its workers, who set their own wages, have the power to fire their bosses and discipline their fellows, whose rate of pay is determined by their needs rather than their ability, who are guaranteed year-around employment and care in old age. This is the story of the Columbia Conserve Company of Indianapolis, told to thousands of Clevelanders over the week-end by William P. Hapgood, its president, and two of his co-workers.

"It is a story packed from start to finish with economic and efficiency heresy. It is guaranteed to make economists of the Manchester School and case-hardened efficiency experts choke and turn green in the face. It proves right what they know is wrong and proves it to the tune of 25 per cent. profits a year. It records the doing of what they know can't be done and tells how it has been done for fourteen years.

"It is very upsetting, especially when President Hapgood grounds these totally 'impracticable' theories in a concrete base of financial facts. A man who has run a business from virtual bankruptcy to a 25 per cent. profit basis and kept it there through two depressions can hardly be called a visionary, even if he does look and talk like a professor.

"He is the first to say that his co-workers have done it, when they were given a new interest in their work by having the doors of management and profit sharing opened to them. He is confident it would work in other industries. One would be a little more ready to share his faith if every other industry had a few Hapgoods. Perhaps some day they will. His plea to business for the same bold spirit in human relations that it has shown in the mechanical advance may develop more of his kind. Then it may be possible to apply to a concern of say 10,000 employees the same industrial democracy that has worked so well among the 170 employees of the Columbia Conserve Company. It must be remembered that it has taken the Columbia Company fourteen years to achieve this success.

"President Hapgood's story is timely these days when business is giving more serious thought than ever before to the correction of the maladjustments that link unemployment and over-production in a fantastic partnership. Business needs such pioneers."

The above is a copy of an editorial written in the Cleveland Plain Dealer for Monday, April 20, 1931. It is gratifying to know that the press in some of our own cities is bestowing considerable attention upon our experiment as well as upon the ideas and ideals which it represents.

THE CARPENTERS OF PARIS

From France comes news which will be of much interest to Columbia workers. It is the story of "The Carpenters of Paris" which demonstrates that French skilled workmen can successfully manage a capitalistic enterprise and make it pay dividends. This group is a unique labor corporation which is constructing no less than five of the pavillions of the Paris International Overseas Exposition.

It was founded fifty years ago by M. Louis Favaron, and although it is workman-owned and workman-managed, it has been a success from the beginning. In 1893 it did 1,400,000 francs worth of business; last year the sum was almost 20,000,000.

Since 1889 it has made a specialty of constructing pavillions for French and foreign expositions, and back in 1904 it won a "grand prix" at the St. Louis exposition. It has also constructed exposition buildings in Paris, Brussels, Hanoi (Indo-China), London, Turin, Ghent, Milan and Liege.

WEST VIRGINIA MINERS

Recently we received a request for help for West Virginia miners who have been out on strike since April 16th. This strike occurred spontaneously, and there are those who feel that it is pure folly and absolutely futile to have taken such action at the present time. But when one views the mining situation as it is in this country today, it is difficult to understand what is to be gained by staying on the job. There is starvation and suffering either way.

The following account from the Federated Press throws some light on the West Virginia struggle:

"The West Virginia Mine Workers' strike at Prentner is again in effect after a one-day compromise settlement. Five hundred miners are involved and the mine operated by the Colleries Co. of Cleveland Ohio, is completely closed down.

"The walkout began April 16 when the company imposed a 10% wage reduction. because of the union's larger plans to force all the Kanawha field operators into a joint conference by May 15 to effect a uniform wage scale for the entire district the Prentner strikers voted to accept the wage cut if the operators would recognize a union checkweighman as required by state law. The company agreed; the strike was declared off and the men returned to work. The first day the mine was in operation after the shutdown the superintendent entered the mine an hour after starting time and discharged 125 key union men. This action caused a second automatic strike.

"The following day Frank Keeney, president of the union, held a huge mass meeting in Prentner and declared the fight on to a finish. The meeting was surrounded by company gunmen and was also in violation of a court order forbidding union meetings.

"While the trouble has been agitating Prentner the miners have had the company weighboss and the mine superintendent arrested and indicted for short weighing the miners' coal. Both officials were to come before a grand jury sometime this month. The strike demands now are for recognition of a checkweighman, and for the reinstatement of all men fired for union activity. The strikers and their families constitute 1,400 people, all of whom must be fed by strike relief.

"William Spofford, treasurer of the Church Emergency Committee for Strikers Relief of New York, addressed the Prentner strikers and publicly donated the union $1,000 from his organization for their relief.

"On the outer rim of the Prentner strike the union campaign grows steadily. Miners everywhere in the field are joining the union as rapidly as the campaign machinery can take them in. More than two-thirds of the 23,000 miners in the immediate field are now organized. The union is strong enough to attempt a joint conference on May 15 with the Kanawha Valley Coal Operators Association.

"Hundreds of families, in addition to those at Prentner, have been victimized by coal operators since the campaign began. All of them are being fed and clothed by union relief. The only terrifying problem now confronting the union is one of relief but even on that score they are moving on to victory."

SOUP PROFITS AND SOUP LINES

John T. Dorrance, late president of the Campbell Soup Company, left $114,850,733 worth of property to his widow, son, and four daughters. That amount will not be lessened by the payment of inheritance taxes because Dr. Dorrance provided that the equivalent of the taxes, amounting to $21,500,000 to be paid to the state and nation, are, within 16 years after his death, to be returned to the estate from income. All that means that his widow will be cared for during the 16 years before final distribution is made at the rate of about $144,583 a month; his son will receive $20,000 a month and his four daughters each will receive $10,000 a month.

It has been estimated that the total amount of personal wealth which he left would give 36,811 unemployed $10.00 a day for a period of one year. 2,297,015 ragged individuals could have bought suits of clothes at $50.00 a piece, or 14,356 could have had homes worth $8,000 a piece or that 229,701 could have ridden in automobiles worth $500 while looking for jobs.

There are men now living whose fortunes equal or exceed that of Dr. Dorrance, and some day their families will be inheriting those fortunes. Surely they must know what amassing so much money has done to six million people who are today forced to live on a bad imitation of the product from which Mr. Dorrance made his millions. Do they care, or will they continue to demoralize both their descendants, who receive money they have done nothing to earn, and masses of men, women and children who receive little or none of the wealth they have worked to create?

CO-OPERATIVES IN THE UNITED STATES

From time to time reference is made in Council meetings to the co-operative distributors with whom we work and occasionally one of the salesmen tells us about a co-operative organization he has observed. In the light of this it is interesting to know the extent and kind of co-operation which exists in America at the present time.

The Columbia Conserve Company differs from most American Co-operatives in that it is a producers' co-operative whereas most of the organizations in this country are consumers' co-operatives. There are, of course, many phases of co-operation in the United States. One of these is seen in the 11,000 to 12,000 co-operative marketing associations among the farmers, but there is no single nation wide union of these associations. In addition to these there are co-operatives for the ginning of cotton, or other processing of farm products and there are such service organizations as telephone companies of which there are 300, about twenty co-operative water-power associations and some 2,000 farmers' insurance mutuals. In thirty states there are more than 1,000 credit unions. All of these are of a co-operative nature but not all of them have grown up definitely out of the need of farmers and wage workers for a cheap form of credit which will enable them to meet their current obligations, and unless they have they are not likely to have any fellow feeling for the distributive co-operative movement.

Independent consumers' co-operative societies appeared very early in this country and if the beginning of consumers' co-operation can be dated from the introduction of these organizations it is almost as old as it is in Europe, but so far as an organized consumers' movement is concerned that in the United States is the youngest to be found anywhere in the world.

Hundreds of co-operatives developed in this country during the middle of the 19th century, but the lack of any central organization for the purpose of guiding the movement resulted in a very rapid decline. Later in that period there was another burst of enthusiasm and many groups came into existence, but here again the decline was rapid. Finally after the World War, when prices became extremely high, thousands of societies were started in all sections of the country, but between 1920-22, a period of depression, more than half of the stores and four of the six co-operative wholesalers went into bankruptcy.

Though the Co-operative League was formed in 1915, it was not until after 1922, when the weaker co-operatives had been wiped out, that the League settled down to the task of laying a foundation for a unified national consumers' union.

There are now approximately 1,800 distributive societies in the United States. The movement is strongest in the north-central part of the country—Minnesota, Michigan, Wisconsin, and adjoining states—this perhaps being in large measure due to the fact that there are many Scandinavians, Finns and Germans situated through that territory. A scattering of successful distributive societies is found also in the other northern and mid-western agricultural states. Nebraska has a number of societies organized by farmers of old American lineage. The only appreciable movement to be found on the Pacific coast is among the farmers in the state of Washington. There are no co-operative societies whatever in the southern part of the country. In the territory between Illinois and Pennsylvania there is a scattering of societies among the coal miners and railroad men. The East, New England, New York and New Jersey, is the second strongest section of the country.

The largest of the four co-operative wholesales now in existence is the Farmers' Union Exchange, situated in Omaha, Nebraska, having a membership of several thousand individuals and 150 co-operative store societies or locals of the Farmers' Union fraternal organization. Sales are made both to the stores and to individuals, or to local buying clubs of members of the Farmers' Co-operative and Educational Union of Nebraska, the fraternal organization which sponsors this wholesale. Second in importance among the wholesales is the Co-operative Central Exchange, located at Superior, Wisconsin, and catering to the needs of about 120 stores in the north-central states.

The Grange Co-operative Wholesale in Seattle, Washington, sells to about 30 co-operative stores in Washington and adjoining states and is the smallest of the four wholesales. Its gross business in 1928 was $109,862. The stock in this concern is held by 15 local societies. The Grange, otherwise known as the Patrons of Husbandry, is the farmers' fraternal

organization inspiring and supporting this movement.

The Eastern Co-operative Wholesale began business in the spring of 1929 and is selling to some 30 co-operative stores, restaurants and bakeries in New England, New York, New Jersey and Pennsylvania.

There are also several wholesale societies which buy farm supplies in wholesale quantities for their farmer members.

The 1,800 distributive societies mentioned may be roughly classified as follows:

400 grocery stores exclusively.
1,000 general stores.
300 oil stations.
30 boarding houses and restaurants.
20 bakeries.
10 housing societies.
10 milk associations.
10 coal companies.
30 buying clubs among farmers.

The general stores, oil stations and buying clubs are to be found usually in farming communities. Other more highly specialized types of societies are usually in the industrial centers.

Considered from the point of view of nationality, we find that the majority of the co-operatives either have a membership very largely composed of immigrants, or they have a leadership of men and women who have had co-operative experience in Europe. Native-born Americans have been backward in evolving a co-operative technique for solving their economic problems. Whereas in the north-central states it is the Finns who are in the lead, in the northwest the Scandinavians seem to occupy most of the key positions. In the east the movement is fairly evenly divided between Finns, Jews, Italians and native Americans. Nebraska alone has the distinction of being primarily a movement of native-born farmers.

Excluding the one fire insurance society organized among industrial workers fifty-seven years ago and now having a membership of 55,000, the largest consumers' society has only 5,000 shareholders and the average membership in all societies is probably between 200 and 300. This is due in part to the fact that most of the societies are in rural districts where the population is scattered, and partly to the fact that 90 per cent. of the societies are less than ten years of age.

The wholesales have been enumerated, but there are, exclusive of the Co-operative League and its district leagues, other central organizations which have a direct relation to the consumers' movement. The Farmers' Co-operative and Educational Union of America, one of the largest farmer fraternal organizations in the country, has been the chief instrument in developing the strong movement in Nebraska and in a few other central states. The Grange, the largest of all the farmers' societies, holds the same position in the state of Washington and has done effective work in Pennsylvania and one or two other territories. The Farm Bureau, youngest of the large farmers' organizations, and the only one directly subsidized by the federal government and by the government of the various states, has also been the means of promoting many consumers' co-operatives.

The labor union movement, as such, has done almost nothing during recent years to promote or sustain consumers' co-operation, although individual officials and one or two of the trade union journals have done much to educate certain restricted groups of union members in the principles of the movement and thus indirectly have helped to promote many societies. The large number of co-operative stores among railroad men is evidence of good educational work carried on through such railroad journals.

Dr. James P. Warbasse is president of The Co-operative League and Mr. Cedric Long, from whose annual report for 1930 the above material has largely been taken, is the executive secretary of the organization.

WHO IS YOUNG?

Who is young? Not he between twenty and thirty years of age, but he who is not tied to the past, who is always able to learn and unlearn, who is always ready to worship what he has destroyed, and to destroy what he has worshipped, if knowledge and conscience demand it.

Young is he who can believe, old he for whom the slogan of his party and its password come before everything. Young is he who can find the man, old he who finds only the party.

Young is he who can love. He who is given over to the error of belief in an hereditary enemy is old, even if he wear a Byron collar.

Young is he who maintains in living and inspiring harmony love of country and love of humanity, love of his own people and love of the neighboring nation.

Young is he who feels himself called to stand by the weaker side.

Hermann Hoffmann.

RED STAR LABEL

One of the wholesale organizations through which the Columbia Conserve Company distributes soup is The Co-operative Wholesale, which until recently was known as the Co-operative Central Exchange. With the change of name has also come a change of label. The Red Star, with which we are familiar, will be retained but the hammer and sickle will be displaced by the emblem of the Co-operative League of America. This new label has been designed to make it possible for all co-operative wholesales throughout the country to use the same label and also to centralize the purchase and research work of these wholesales on a national scale.

This organization serves primarily three states, Wisconsin, Minnesota and Michigan and was organized in 1917 with headquarters at Superior, Wisconsin. It is one of four co-operative wholesales in the United States and ranks second in importance among these groups. It caters to the needs of about 120 stores in the north central states and has a membership of 90 local store societies, including 16 buying clubs.

The Co-operative Wholesale is the oldest of the four wholesales and is predominantly under the guidance of Finnish co-operators. Language barriers have isolated this group from English-speaking co-operators, and a certain clannishness has been maintained because the members wanted to have absolute control of their movement themselves. In order to do this they have insisted that they know in detail all the affairs of their store. Many mistakes were made in the early days of their movement for which they have paid dearly and it is not unnatural that they should center their whole interest and attention on the working out of their own problems.

Mr. K. A. Nurmi, technical adviser for the group, says, "The co-operative stores have become very dear to the Finnish people. These stores are now a matter of 'daily bread' to them. For the last ten or fifteen years the Finns have learned that the co-operative store is equally as important to each and every member as, if not more important than, their homes or farms. The difference is that the co-operative store is common property, and their own homes or farms private property."

They are realizing, however, that as a Finnish movement they have almost reached the peak of development and that the next stage is Americanization and assimilation with the American co-operative movement.

This wholesale has perhaps the most effective educational program of any of the co-operatives in the country. Two of the important activities of the Educational Department are the publishing of the Finnish Co-operative Weekly in the Finnish language, and the Co-operative Pyramid Builder, an American monthly magazine. The department has also been active in establishing groups among the youth and women, recognizing that these are important for the present as well as the future progress of the co-operative movement. The Women's Guild is the organization for women and has about fifty local branches in the district with a total membership of about a thousand.

The youth of the district have been drawn into the Co-operative Youth League with thirty-six local organizations and a total membership of 1,156.

Each fall the group conducts an eight-weeks' co-operative training school. The first of these to be given entirely in English was held last fall with thirty-two students, and the work is to be extended during the next year. Pamphlets have been printed by the department, and it is increasingly giving time to co-operative meetings, conferences, lectures and other educational affairs throughout the district.

In spite of the depression and factional difficulties, the commercial activities of the Co-operative Wholesale during the past year netted a surplus of $29,734.54. Of this amount, $2,925.64 is to be placed in a reserve fund and the remaining $26,848 is to go to the stores in proportion to their purchases.

Assistance has been given by the group to several labor organizations during the past year. A contribution of $125 was given to the striking miners in Illinois and a similar amount was donated to the conference of the unemployed workers held in Chicago last July 4th. Scholarships have also been given several students attending co-operative courses.

It is gratifying to note that in the midst of a severe national depression the sales of this co-operative increased $12,132.99, and it is another evidence of the value of co-operation, which is more economical because it seeks to serve and "the nature of service is simple and direct."

WAR AND PEACE IN COAL

After a period of quiet the coal miners again begin to stir. In West Virginia the home of non-unionism and the yellow dog contract, miners rebel against unbelievably bad conditions. Something of this was told by B. A. Scott, a West Virginia miner, before a Senate Committee at Washington. Thirty-five thousand miners are wholly unemployed; 40,000 are working not more than two days a week; the remainder are working from three to six days. Wages are from $2 to $4 a day when they work. Hours range from 9 to 12. The coal companies compel the miners to trade at the company stores where prices are higher. Semi-starvation and misery are everywhere. Along with all this is a suppression of constitutional liberties which reduces these miners to a condition of serfdom. Against these conditions desperate miners protest and attempt unionization. They are discharged and strikes ensue.

Again in nearby Kentucky, at Harlan, miners strive to unionize and establish better conditions and are met by force from the private coal company guards. Shooting takes place and men are killed. Four hundred national guardsmen are ordered by the Governor to the scene of trouble. The press refers to this in terms of war, and a species of civil war it is. Miserable wages and the denial of the right to organize for group betterment invites violence and acts of desperation.

The bituminous coal industry for several years has been a "sick" one. This undoubtedly has made the problem of maintaining decent conditions for the workers one of extreme difficulty. The mine owners as a group have made no serious contribution to any solution of the economic problems of the coal industry. They have bitterly opposed at every turn any attempt at legislation that would stabilize the industry or insure the right to organize to the workers. In the main they have taken advantage of this situation to drive out the union until now most of the principal mine districts are unorganized. Wages have been lowered to pitiful levels, but the operators exonerate themselves on the plea of market conditions.

Where coal operators have a sense of social responsibility and a willingness to co-operate with their workers, even in the depression within the industry, a better result is obtained. A statement on "Some results of the year 1930 under the Union Co-operation Program of the Rocky Mountain Fuel Company and the United Mine Workers of America" shows industrial co-operation in fact. On the one hand in the same industry, as in West Virginia and Kentucky, we have social war and on the other we have peace and social progress. The statement of the Rocky Mountain Fuel Company is given below:

"Coal production throughout Colorado in 1930 was much below that of 1929 due in a large measure to the economic and business depression which restricted consumers' purchasing power and to the exceptionally warm season which reduced fuel needs. The state tonnage was 17½ per cent. less than that of 1929. The Rocky Mountain Fuel Company's production suffered a decline of nearly 13 per cent.

"Despite the fact, however, that decreased production ordinarily results in a substantial cost increase, the company's 1930 production cost remained exactly the same as in 1929, the first year after the union contract was in effect. During 1929 cost was reduced 19 cents a ton below that of the previous year. The tonnage produced per day per man (including all inside and outside men) in 1930 was 6.49 tons as compared with 5.98 tons in 1929, a gain of .51 of a ton. The company's 1928 figure was 5.27 tons, so that during the two-year period, 1929-1930, under a union contract, a gain of 1.22 tons per man per day has been made. The company's increased efficiency in production, under union contract conditions, is even more strikingly indicated by comparing its 1930 daily tonnage per man with the 1930 average for all mines in the state. The company's production of 6.49 was 1.79 tons more than the state average of 4.7 tons.

"Mine accidents were reduced in 1930, being 129 as compared with 145 in 1929. The company had the very exceptional experience of having no fatal accidents.

"Together with the substantial gain in production per man at the mines, there was a reduction of 11 per cent. in administrative and selling costs. The company has also succeeded in gradually improving market conditions and prices of industrial or slack coal. These facts account for the company's general condition at the end of 1930 being slightly better than it was at the end of 1929, notwithstanding the adverse market conditions which reduced its tonnage 101,000 tons.

"The average daily wage of the miners in the company's mines was $8.00 as compared with its 1929 average of $7.97. Annual average earnings were less than those of 1929, $1,770 as compared with $2,104. This decrease was due chiefly to the reduction in working days which were 44 less than in 1929, and also to the higher average number of men employed, 623 for the year as compared with 595 in 1929. This higher average number of men employed was the result of the socially significant policy adopted at certain of the company's mines at the suggestion of the local unions. Instead of laying off a certain number of men when the slack season began in the spring of 1930, work was rotated between all men. The satisfactory results of this policy of rotating work were discussed during the wage scale conference last summer, and the delegates to the conference unanimously approved continuing the policy and applying it at all the company mines."

J. A. B.

John Nevin Sayer, Executive Secretary of the Fellowship of Reconciliation, has recently returned from Europe where he spent several weeks studying conditions in the leading countries as they affect the peace of the world. He spoke a few weeks ago before a small group in Indianapolis, and expressed particular concern about the feeling of despair which exists among large numbers of the German people. Others who have just come from Germany have found the same thing. Dr. Joan Fry of England says, "Under the burden of reparations, taxation and unemployment twice as bad as ours (England), overcome by the feeling of encirclement and isolation, they see no future. A great change seems to have come over the Germans in recent months. After their defeat they set to work to try to build things up. But thirteen years with never a lift in the clouds have been too much for them. They say that they cannot stand it any longer and that a smash must come. It was never darker than now."

How does this condition in Germany affect the rest of the world, and does the United States have any responsibility in the matter?

ON THE ROAD

Series of five articles on Chain Stores by John T. Flynn, in New Republic, beginning April 17th. Good. Worth reading.

In the coal fields south of Terre Haute some efforts are being made to reforest the acres left scarred and baren by the strip mines.

Scene in crossroads country store—Pot-bellied stove in center with benches on three sides filled with neighboring farmers. One man telling of catching that day 17 fish weighing 69 pounds. Someone said the game warden would be after him. This aroused a tirade against any man who would be low enough to take a job requiring him to "look down blue steel." Hearty agreement by all present. An old man named Noah reminisced gleefully of a time when several fishermen tangled a warden in their lines and almost drowned him so that heroic measures had to be resorted to to resuscitate him. General opinion seemed to be that such a fate was richly deserved by anyone who would attempt to stop a man from fishing when or where he would. A good example of pioneer individualism.

Brookwood Labor College at Katonah, N. Y., held its ninth annual commencement exercises this month. The policy of this institution is to train men and women for work in the labor movement. It is interesting to note the representative makeup of the 37 graduates this year. A third of the class are women. Fifteen of its members are from the textile, needle trades and hosiery workers; five are from the mineworkers; one is from the Eastern States Co-operatives. The balance are drawn from ten other trades and callings. They come from ten states and three foreign countries. An institution such as Brookwood is bound in the long run to be a progressive influence in the labor movement.

Statistics show that 45 per cent. of all the grocery stores fail in the first year, that by the end of the second year 60% have departed and that only five out of a hundred are in business at the end of eight years. This is a tremendous mortality rate for independent grocers and shows how much of the educational work of the Columbia salesmen is lost by the failure of these retail stores.

—Traveller.

Current Events

By the Man in the Street

On April 17 Roger Babson told Herbert Hoover that "based on figures and not on hopes I believe business has turned the corner." But speaking of figures, just ten days later the stock market hit a new low for the entire decline of the present bear market, in fact a new low since 1927.

* * *

Now Hugh Bancroft, publisher of Barron's, believes there will be an improvement, too. Says Mr. Bancroft, "The most that can be reasonably expected of business in 1931 is an improvement from terrible to plain poor."

* * *

However, for expert scientific forecasting let's go to a financial authority and get the real reason for last year's slump and the evidence for this year's improvement. An Oklahoma national bank figures it out this way, it is all really quite simple: 1930 was bad because 1 plus 9 plus 3 plus 0 equals 13. Another bad year was 1903—13 responsible again. And the bad year of 1921, 13 again. But everything will be all right by the end of 1931 for the very good reason that 1 plus 9 plus 3 plus 1 equals 14. The Hoodoo is broken.

* * *

A display newspaper advertisement reads, "HATS! Smart little nothings. You could roll it in a ball and throw it at your Persian kitten, and it wouldn't be hurt . . . but oh, how chic! All colors . . . $30.00."

Now there's a wonderful opportunity to get nothing for something. Don't crowd, girls.

* * *

Bread lines, soup houses and ex-soldiers selling apples on street corners! Our best minds will go to any extreme to avoid the disgrace of a dole.

* * *

As we understand it, it is all right to raise a government tariff to help the idle rich but all wrong to raise government funds to help the idle poor.

* * *

It certainly must be a great relief to Mr. Hoover not to have Congress in session. Now he can devote all his time to creating bigger and better commissions.

* * *

Silas A. Strawn the new president of the United States Chamber of Commerce says, "Business judgment cannot proclaim any single panacea as the immediate remedy of depression."

True. But if, as everybody knows, lack of sales is the chief reason for the present economic distress the cardinal problem of the immediate future is the creation of a market. Let's create this market for American goods in America, let's try giving the American people a chance to consume the goods they produce, let's stop pampering the greedy and give justice to the needy. At the very least it would be a delightful and refreshing change.

* * *

Evidently the Indianapolis News has received some confidential information from Mr. Stalin. Says the News, "Russia is giving up communism as a failure and reorganizing its economic scheme along American lines."

Does that mean that we'll soon be receiving reports of unemployment, bread lines and soup houses in Russia?

* * *

Mr. Hamilton Fish continues to worry about communism. In that respect the really important thing for Mr. Fish to worry about is the fact that unemployment ends at the Russian border.

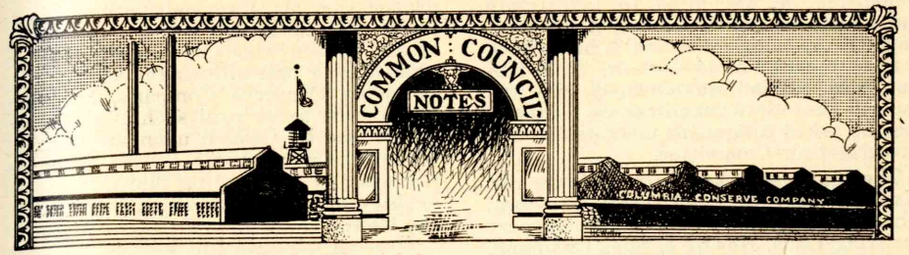
* * *

"The Collapse of a Country" by a Mathematician from Mars: Wheat at $1.00, two million unemployed—farmers and workers good Republicans. Wheat at 75c, four million unemployed—farmers and workers fair Democrats. Wheat at 50c, eight million unemployed—farmers and workers awful Socialists. Wheat at 25c, sixteen million unemployed—farmers and workers terrible Communists. Finis.

* * *

Arthur Brisbane says, "Last August income tax returns showed that 504 Americans had incomes of more than a million dollars a year. The total incomes of those with $50,000 a year or over total almost six thousand million dollars."

Six thousand million dollars! Yet we were all winter trying to raise ten million for the Red Cross. Is that what our best minds call Americanism?



C. C. Meeting Held March 30

Chairman, Kenneth Lucas.

Minutes of the previous Council meeting were summarized.

Cornell Hewson asked permission to bring before Council two very important matters that he thought needed discussion. The first was the complaint that members of the Sales Department had lodged to the effect that they were not receiving Council minutes with as much regularity as they thought desirable. That matter had been brought before the Sales Committee meeting at the first of the year and promises had been made that Council minutes would be sent out each week to all members of the sales force.

In explanation of the fact that salesmen had not been receiving Council minutes, it was stated that the absence of two of the office stenographers—one because of sickness and the other because she had been added to the demonstrators' force and had been away at St. Paul for a period of three weeks—had made it extremely difficult for the office force to cope with the matter of mimeographing copies of the minutes.

It was pointed out that dissatisfaction of the kind referred to by Mr. Hewson should be brought to the attention of Council or Miss Franz through the recognized sales group leader, Leo Tearney.

The other matter that Cornell referred to was the feeling that he and others had that the Council should discuss whether or not it had given Mr. Hapgood the right to discharge any employee on the company's pay-roll without first of all asking Council's opinion about the matter. Cornell stated that the resignations of Mr. Pinchon and Mrs. Berry were asked for by Mr. Hapgood, and in the circumstances it would have been impossible for them not to have handed them in, which seems tantamount to discharging them. Mr. Hapgood replied that he had asked for Mr. Pinchon's resignation because of misconduct on his part and that he felt very sure that if the matter were referred to Council, Mr. Pinchon would have been released. With regard to Mrs. Berry, Mr. Hapgood had considered the wisdom of suggesting that she come to Indianapolis to join the force there, but felt that in view of her age, health and background, it would be a risky experiment to undertake, and he, therefore, advised her to sever her connections with the company and to seek other employment.

A third matter was brought up by Mr. Hewson in which he referred to the employment by us within recent weeks of salaried people whilst at the same time we carried on our pay-roll a great many wage workers whom he and others thought were deserving of being placed on salary. It was explained that the reason why certain of our present wage workers had not been placed on salary was because of the uncertainty which we felt with regard to business conditions and the fact that the Personnel Investigating Committee had not issued any report as to the fitness of certain of our salaried people to remain with us. Guaranteed employment to wage workers had been given in the original case up to March 1. Since then an extension had been given of this guarantee, which goes up to our vacation time—the middle or end of June. Between now and then it is our hope that the Personnel Investigating Committee will issue its report and we shall be in position to consider placing some of our present wage workers on salary very soon thereafter.

George Alexander asked permission to bring the matter of Willie Kalscheuer's leave of absence before Council, so that he might take a trip to Germany. George expressed the opinion that we should amend our decision to give Willie three months' leave of absence without pay, so that it be granted him with pay.

Several members of Council spoke in opposition to this suggestion mainly on the grounds that it would be establishing a precedent if the recommendation were not based upon the opinion of our doctor and health department. There was a good deal of discussion and cross talk with regard to George's suggestion, but it was finally moved and seconded that a

committee be appointed to investigate the circumstances under which the suggestion was being made and to bring back a recommendation to Council. This motion was carried unanimously. It was decided that the Committee on Committees be asked to appoint members to this Investigating Committee.

The chairman asked Cornell Hewson to give a report upon his work in Iowa, where he and two other salesmen were assisting Chas. Hewitt & Sons Company, of Des Moines, Iowa. The substance of Hewson's remarks were as follows:

"Our work with Hewitt, at Des Moines, was very interesting and helpful. This house is strong on private label and quality and occupies an unusually strong position in the Iowa field. We enjoy a pleasant relationship with them, as we are looked upon and accepted as co-partners in the private label fight.

"During the past few months they have started to hold group department meetings. These are open and criticisms and suggestions are being made with increasing freedom."

Answering the question concerning the general business outlook, Hewie said since the middle of October he had been in the Iowa field. General conditions there have not been as bad as in some parts of the country.

However, the general feeling of business leaders now is that the bottom of the depression has been reached and the upward climb has started. Most of these prophets believe that business will become fairly active by fall. Among the factors pointed out as showing more favorable conditions are the stronger situation on steel—increased employment in the automotive and other industries and a firmer stock market.

Wm. P. Hapgood asked permission to place before Council the question of what would be the status of a new salaried employee employed by us to work at Los Angeles. He explained that he had been in communication with a Dr. Hunter, of Los Angeles, concerning the possibility of our employing a young salesman by the name of De Voss, who would take charge of our West Coast business. All that Mr. Hapgood had heard concerning De Voss seemed to suggest that De Voss would be a very helpful worker to have as a member of our salary force. This question gave rise to a good deal of discussion, and among the opinions expressed was the one that we might abolish the present group of wage workers and place them on a temporary salary, thus dividing the group into (a) permanent salaried workers, and (b) temporary salaried workers. The opinion was expressed that Mr. Hapgood continue to exercise full authority in the employment of any person whom he thought to have considerable possibilities for serving the Columbia Conserve Company, but that the income to be paid such a person be determined by Council upon the basis of the individual's needs. It was taken as the sense of the meeting that this course be followed in future as it has been in the past.

Meeting adjourned at 9:25.

C. C. Meeting, Friday, April 3

Chairman, Kenneth Lucas.

The minutes of the previous meeting were read, corrected and approved.

In correction of the minutes of the previous meeting, a request was made that Mr. Hapgood's reply to the statement made by Cornell Hewson to the effect that Mr. Hapgood had discharged or "fired" Mr. Pinchon be restated in the following terms: "That Mr. Hapgood had only exercised a right which belongs to him as it does to any other member of the organization to ask for anyone's resignation. If such person, upon being asked, hands in his resignation, then it rests with Council as to whether it wants to accept such a resignation or does not." The same reasoning applied to Mrs. Berry as did to the case of Mr. Pinchon. This, it was pointed out, is very different from extending to Mr. Hapgood or another the right to "fire" anyone.

Another correction which was asked for in the minutes of the previous meeting was that it should be stated that Mr. Hapgood's authority to hire people on salary continue to be restricted to the employment of such persons as he might think to have considerable possibilities of serving the Columbia Conserve Company in either the Sales or Publicity Departments. The original statement would suggest that Mr. Hapgood enjoyed the right to employ anyone on salary for any purpose whatsoever.

After the above corrections had been made, the next matter of business was a statement by Ardeth White with regard to the work of the Recipes Committee, composed of Bert Hines, Mildred Whicker and herself.

H. E. Herner asked Council for an expression of opinion as to whether the payment of the traveling expenses of a salesman's wife by the company is contingent upon the wife leaving the city with her husband. After some little discussion it was decided, because of the difficulties surrounding the question and the implications of it, to table it until Friday evening, April 10.

The Entertainment Committee asked Council's permission to have the use of the dining room on Wednesday afternoon, April 8, for the purpose of providing the wives of Columbia employees with a meeting place in which to hold a tea and bunco party. Council was quite ready to grant permission.

Wm. P. Hapgood asked for an opportunity to state his opinions about the sales outlook for the few months immediately ahead of us. He stated that he was in disagreement with Leo Tearney's estimate of our sales for the next four months and thought there would be a decrease in our sales consequent upon what he thought to be a considerable decrease in the consumption of canned soups. He explained that a shrinkage of 30 per cent. had taken place in our sales for January and February of this year as compared with last year, and a shrinkage of 37 per cent. had taken place in March of this year as compared with March of 1929. He stated that he anticipated that we would have a still harder job to maintain our sales volume in April than in the three months previous. The only way out of the difficulty which had occurred to him was the possible withdrawal from the plant of as many men and women who can or can be taught to do sales and demonstration work as is possible. Such talent as could be found in the plant should be trained as quickly as possible and arrangements made to put these people on the road. It was agreed upon that the Education Department be asked to make selections of men and women for sales and demonstration training.

The Personnel Investigating Committee issued its report after meeting almost every day for the last three months. The chairman of the committee, A. D. Myers, introduced the subject of the committee's report and then asked the secretary, Opal Hassenzahl, to read it. The report stated that twenty-six names had been submitted to the committee, and each one had been discussed singly and all the information available was sought concerning each individual. The committee had four recommendations upon which Council was asked to take action. In two cases it recommended by unanimous vote that the persons named be released forthwith. These two were Leona Hall and Harry French. In one case by a majority decision the committee recommended the release of C. W. Knapp, and in another case the committee expressed the desire that Council take action with regard to disciplining one member of the organization, namely, Joe Watson, and suggested that Joe be placed directly under the supervision of Leo Zike, the Kitchen foreman, and that Leo use his discretion as to assigning work to Joe and seeing that he carried out instructions given him.

There were four cases submitted to the committee where the committee thought that the individuals under discussion merited criticism and instruction by the committee or its representatives, whilst there were four other people in the organization whose names had been submitted to the committee and whose work was unsatisfactory or whose conduct had been called to question. The last named four, however, were under the care of the Health Department, and the committee did not care to criticize them until they were released from under the supervision of the doctor. The committee's report was discussed by Council at great length. The committee's recommendation with regard to Harry French revealed that Harry's conduct has been such as to annoy and displease a great many of his associates for several months. His display of surliness and cynicism affected most people unfavorably and there seemed to be no great possibility of changing his attitude. It seems that his attitude towards the women in the organization had been anything but wholesome, and it is significant that no one during the course of discussion of his case offered any support for him. It was decided to place the committee's recommendation to a vote. Fifty-eight voted for the motion; eleven voted as being undecided, and three voted opposed to it. The motion was then declared carried. Concerning Leona Hall the report showed that she had had an unusual opportunity of developing into a reasonable and intelligent member of the Columbia group, but had for some reason or another failed to do so. A good many people expressed regret that Leona had not done better than she had done, but it was felt by practically all that were present that it would be unwise for us and for Leona to have her remain within the group. A motion was made that the committee's recommendation be accepted. This was seconded. Fifty-four voted in favor of it; fourteen registered themselves as being undecided and four voted against it. The motion was declared carried. At this point the chairman called the meeting's attention to the fact that our adjourning time had been reached and suggested that we hold over the balance of the report for a further meeting. Strong objection was expressed to following this course and it was decided to

have a five-minute recess and to reconvene Council at 9:35.

After the recess, Council took up the discussion of the case of C. W. Knapp, and the part of the report dealing with his case was re-read to Council. Expressions of opinion about "Red" were asked for and several people spoke, stating that they were of the opinion that "Red" had done fairly well at various times in the past, but that he might have slipped on one or two occasions. H. E. Bogardus spoke of "Red" and explained that he felt he might be prejudiced against him, but expressed the opinion that he believed that "Red" had been lacking in concentration upon his work on the road. Others who stated that they had only a limited experience of "Red's" work expressed the opinion that he had done fairly well. Powers Hapgood explained that he thought "Red's" work in the Reserve Department, whilst he showed a certain lack of energy at times, was on the whole quite satisfactory. The majority view of the committee's recommendation was expressed by Arlie, and the minority view was stated by Jack Evans. W. P. Hapgood expressed his opinion with regard to "Red's" work on the road and stated that he thought he had failed badly in that department.

In the course of the discussion, "Red" asked to have an opportunity of expressing his own feeling about the criticism that had been offered of him. He stated that he did not believe all that had been said of him was true, but he recognized that a good deal of it had a fairly substantial basis. He explained that he felt that the chief shortcoming from which he suffered was a lack of nervous energy and that this lack made a very unfavorable impression upon his fellow workers. He stated that he found sales work exceptionally hard and distasteful to him and that he had only remained in the Sales Department because he felt that the greatest need of the Columbia is and has been to have effective men in this field. A. A. Heist spoke of "Red" and of his former relations with him. He explained that he was much surprised when he found upon coming to the Columbia that "Red" was not doing as well as he had thought. He recognized that "Red" needed to guard himself in many ways against certain tendencies within himself which would lead to his being criticized by his fellow workers. Mr. Heist also referred to his feeling that the procedure which we had been following to solve some of our personnel difficulties was based upon a poor understanding of psychology and that he thought a newer and more up-to-date method could be worked out.

In this connection he was supported by the opinion of Ardeth White, who spoke at some length upon the subject. Finally the committee's recommendation to release "Red" was put to a vote. Eight voted for it, and the balance voted opposed. The motion was declared lost.

Meeting adjourned at 10:40 p. m.

Addition to Minutes of April 3

Report of the Personnel Investigating Committee, read to Council April 3, 1931.

The Personnel Investigating Committee was appointed by the Committee on Committees with the approval of Council in December, 1930. It is composed of fifteen members, but any ten members of the committee constitute a quorum and can transact business. The committee began its sessions in mid January with a full committee present, composed of A. D. Myers, chairman; Jack Evans, vice-chairman; Chloe MeHarry, Mary Lipferd, Ethlyn Christensen, Walter Mullen, Russell Easley, Homer Shelley, William Kalscheuer, Mildred Whicker, Ada Turley, William Hines, Sr., Harry Hershberger, Robert Trueblood, and Opal Hassenzahl, secretary.

Two preliminary meetings of the committee were held at which the subject of non-co-operation was considered. The committee found it extremely difficult to find any general definition for the term and decided that only when non-co-operation was exhibited or displayed in concrete form could it be recognized and understood.

Each member of the committee was furnished with a full list of all workers on the company's pay roll and was asked to give any name on that list to the chairman if he or she wished that person or persons to be discussed or, as happened in some cases, for the purpose of gaining information about individual members of the force. Later, members of Council were urged to follow the same procedure and to suggest anyone's name to any member of the committee so that the committee might discuss such persons with a view to securing information or reaching a decision about them.

Twenty-six names were submitted to the committee by its own members and by persons outside its membership. Each name was discussed singly and all the information available was sought concerning each individual. Of the twenty-six names discussed, two—those of Leona Hall and Harry French—seemed to the committee to be deserving of most urgent attention.

Harry French seems to have made an unfavorable impression upon many people for the last several months. His attitude is that of a man who cares very little for the well-being of the Columbia Conserve Company as an institution and who is extremely inconsiderate of others in his treatment of them. His conduct disturbes most people with whom he is associated and particularly the women who work with him on the garnish line. He shows the minimum of co-operation with both the men in the Kitchen and the Capping Room workers. The feeling that Harry should be assisted for the sake of his family had caused the people working with him to go ahead without much complaint with the hope that he would improve in his conduct and attitude. Leo Zike, when called before the committee, stated that he found it extremely hard to get any co-operation from Harry, although it seems that Harry is more ready to give information to Leo than he is to the other boys. It seemed to the committee that Harry had been given every opportunity of making good with the group here, but had failed to do so. He certainly has been given more by the company than the company has received from him in return. In view of his attitude and the opportunity he has had to change it, the committee came to the conclusion that it could do nothing but to recommend to Council that he be released forthwith.

The case of Leona Hall presented the committee with many difficulties. She has worked with the company for a long time, beginning at an early age. Ever since she came to us, there have been complaints about her work and her conduct both as a wage worker and a salaried worker. The committee was told that she acted as a disturbing influence upon both leaders and rank and file and created a bad impression upon visitors who came into the plant. She seems to be obsessed with the idea that she is deserving of special attention and special treatment, and this expresses itself in her deportment and manner. In many ways she shows lack of consideration for others and often embarrasses others by her conduct. The committee could not conclude in view of the company's experience with Leona that giving her further trial with us would be either helpful or justified, and, therefore, it recommends to Council that she be released forthwith. The decisions with regard to Harry French and Leona Hall were reached by unanimous vote of the committee.

The next case upon which the committee spent a great deal of time was that of C. W. Knapp. Expressions of opinion about his work and attitude were sought from among salesmen and workers in the plant. In almost four years with the Columbia Conserve Company, it seems that "Red" has failed completely to make a favorable impression upon the group here and seems to have disturbed a great many members of the group, partly by his inability to perform with any degree of satisfaction in any one department. Criticism of him with regard to his work in the Sales Department may be summed up as follows: That he places his own interests before those of the company and seems to think that he can get by with almost anything whilst on the road. Insofar as the committee was able to ascertain, the character of his work on the road was not satisfactory. It might be due to his indifference to the matter of good performance or to some other reason or causes. Various instances were cited by those who appeared before the committee, wherein "Red" seems to have been almost completely apathetic to the need for a salesman doing his best for the company at the least possible expense. When the committee investigated the possibility of transferring "Red" to some department within the plant, it found almost every department leader either opposed to taking him or expressing a sense of hopelessness and futility about fitting him into the group. It was stated that one of the worst features of "Red's" lack of performance was that it demoralized the group with which he was working, as he has a reputation for being able to "get by" with anything, and others thought it unfair that it should be so. The medical report on "Red" stated that he was in average good health and could be expected to do average work in any part of the factory. The only things said in favor of "Red" were that he was willing to accept criticism with good grace, that he might have disliked the work on the road so that he could not do it effectively, and that perhaps, in view of his changed status, now that he is married, he might be able to concentrate upon making good with the company. After a series of long discussions about "Red," the committee came to the decision to recommend his immediate release. Eight members of the committee voted for the resolution and four voted against it, the chairman, as usual, not casting his vote, with two members being absent.

The case of Joe Watson was brought before the committee, and it was stated that a general opinion existed through the organization that Joe was guilty of non-co-operation in several directions.

Joe's chief weakness seems to be a lack of willingness to assume the obligations that any salaried employee should take. He is prone to lean upon the group to a greater extent than circumstances warrant, and is always ready to pass up any hard work to his associates. The committee heard repeated complaints to the effect that Joe was nothing but a big baby and that he had worked upon the assumption that he could lay off at any time or get sympathetic attention from our doctors to the point where the doctors were very skeptical of him. The committee felt that Joe's was another case of a man who had had a long time opportunity of making good with the group, but seemed to have failed to do so. Leo Zike, under whom Joe works, told the committee that he would be willing to have Joe work for him provided it be understood by Joe that Leo's judgment with regard to working him be final. Leo thought that so long as Joe had any loop-holes through which he might escape on any pretext he would do so. It was said in Joe's favor that his work of late had been of fairly satisfactory character and that he could improve still further if he were told it was the only way through which he could keep his job. The committee came to a decision that Council should discipline Joe and that he should be placed directly under Leo Zike's supervision, giving Leo complete control over him until such time as Joe shows a willingness and readiness to do the right thing of his own accord. The committee discussed the names of four other members of the group who seemed to be deserving of criticism and instruction. The conduct of these four, the committee thought, was such that they deserved censure and discipline by the committee itself or by its representatives, but that Council action was not called for and might be harmful rather than helpful to them.

Within the group discussed by the committee were four other people whose work is unsatisfactory and whose conduct has been called to question. These, however, are under the care of the Health Department and the committee felt that it would be unfair and unwise to criticize them until they are released from the doctor's care and again placed on normal schedule.

The remaining fifteen persons whose names were discussed were found upon investigation to be showing an average good attitude and in one or two cases the committee found that not only were they not guilty of poor performance, but were actually making good within their departments. An example of this kind of case may be cited in Ed Burpee, who had been subject to a great deal of criticism for his work in the Mechanical Department, but who, it was reported, is doing very well in the Bookkeeping Department.

During the course of its sessions, the committee considered several suggestions and recommended Council to take action on some. These were the transfer of Dorothy Nord-Holt to become Mr. Hapgood's secretary, and of Homer Shelly from the Bookkeeping Department to the Standards Department. The committee has other suggestions in mind which it has not worked out completely as yet and will issue a further report upon them to a later Council meeting.

Special C. C. Meeting, April 6

Chairman, Kenneth Lucas.

At the opening of the meeting, Powers Hapgood asked permission to introduce to the group Mr. T. N. Taylor, State President of the A. F. of L. In introducing the speaker, Powers referred to the previous correspondence that had been carried on between the State Federation of Labor and the Columbia Conserve Company. This correspondence had covered a number of subjects, among them the matter of trade autonomy being exercised by the Columbia Conserve Company group over the plant, even though the Columbia workers become part of the Federation of Labor through the creation of a Federal Labor Union. Mr. Taylor made a short talk in which he covered the ground he had covered before in a speech to Council a year ago and urged upon us to organize into a labor union for a number of reasons, among them the need for raising the general standard of work, wages and conditions in the canning industry and thereby help ourselves to meet competition of other canners. After Mr. Taylor's address, a number of questions were asked him and these he answered forthrightly and realistically. W. P. Hapgood asked the question of, "What effect Council thought our becoming organized into a labor union would have upon our customers?"

"Red" Knapp replied that he did not think our becoming organized would have any unfavorable effect upon our customers unless such act involved an increase in the price of our goods. Powers agreed with "Red" and cited the example of the Rocky Mountain Fuel Company in which case the business of that company had been increased as a result of the organization of the workers and the affiliation of that group with the United Mine Workers of America.

Mr. Hapgood expressed some fear that there was considerable danger involved in our becoming part of the organized labor movement and especially so if doing that led to our making any attempts to organize other canning plants. Powers replied that the organization of other canning plants would not be the concern of the Columbia Conserve Company as such, but would become the business of the canning workers' union, of which we would form a part, and of the A. F. of L. in general. Individual workers would be free to do whatever they wished in assisting to organize other canning plants, but they would do so as individuals or members of the canning union and not members of the Columbia Conserve Company. William Hines, Sr., expressed considerable doubt as to the wisdom of entering the trade union movement and gave as one of his reasons the experience he and others had had at the recent canners' convention in Chicago, where various unions insisted on members of their union doing very trifling pieces of work whereas other men were both qualified to do it and ready at hand. These practices on the part of the union had created a good deal of antagonism among the canners and the feeling was expressed at that meeting that it might be desirable to hold further conferences at some other city besides Chicago.

Powers Hapgood expressed the opinion again that the principles underlying the American Federation of Labor were in accord with our own and that we would be inconsistent if we did not show an unselfish interest in the labor movement in general. W. P. Hapgood stated that he saw a great many dangers in the situation and expressed disagreement with Powers as to the effect which the action of individual employees might have upon the Columbia Conserve Company. He expressed the opinion that our sales situation is precarious and that to enter upon trade union activity might jeopardize it seriously. Mr. Taylor expressed the opinion that he thought our joining the organized labor movement would tend to assist us and help us with our sales problem rather than injure us, and cited examples where union organization had helped industries in various parts of the country. A. D. Myers stated that one of his chief objections to entering the trade union movement was that he thought such an act would lead to possible trouble with our banks. A. A. Heist asked the question of whether the proposed union to which Mr. Taylor had referred would be an industrial or craft union, and also whether Mr. Taylor thought it possible for us to affiliate with the A. F. of L. as a producers' co-operative group rather than members of any union. Mr. Taylor replied that to the first part of the question the answer was that the Columbia Conserve Company workers would belong to an industrial union, and with regard to the second he thought it should be referred to the national officers of the A. F. of L.

Jack Evans stated that he felt very critical of the whole policy and program of the A. F. of L. and of individual unions within it. He also expressed the opinion that we needed to use all the available energy at our command in order to solve our internal problems and to give a sound and wholesome direction to the Columbia Conserve Company as an experimental institution. He referred to the attitude of hostility displayed by one of our customers—Griggs-Cooper Company—towards union labor as reported by one or more of our salesmen who were working with that house some time ago. He expressed the opinion that we might be well advised to withhold ourselves from affiliation with the A. F. of L. at this time. Mr. Taylor asked the question of what good could be accomplished if progressives kept outside the labor movement. This brought up the question of how much influence the Columbia Conserve Company group would exercise within the A. F. of L. Mr. Taylor stated that we would have one vote in all national conferences and be entitled to one representative to attend such conferences. W. P. Hapgood stated that in his present frame of mind he would find it beyond his power to discuss matters of policy with such officials as were now at the head of the A. F. of L. He thought that all of them, particularly William Green and Matthew Woll, were reactionary in their outlook on national as well as industrial problems. He repeated that he thought our present sales difficulties would be increased rather than decreased by our affiliation with the A. F. of L., and that he thought such affiliation would definitely retard the progress now being made towards a federation of those businesses looking towards the establishment of democracy in industry.

Ethlyn Christensen expressed the belief that our own internal problems might be lessened if we had more external contacts and interests, and that it was contradictory to give lip service to unionism and at the same time not become active participants in union affairs. She also stated that she thought one of the great values that workers derive from membership in the labor union was that of learning self-discipline and management. There were a number of other questions

asked Mr. Taylor. Chief among them was the question of whether we would meet with difficulties from local branches of various national craft unions when once we were organized into a federal union. Mr. Taylor expressed the opinion that we would meet with little or no difficulty in connection with this matter. In reply to a question as to whether any seasonal industry had been organized anywhere by the A. F. of L., Mr. Taylor cited the coal industry as being most seasonal and at the same time an industry that has been fairly well organized. Mr. Taylor expressed the opinion that the majority of the Columbia employees should be willing to enter into a labor organization before a charter be applied for. That would tend to minimize the possibility of internal disputes. At the close of the meeting the chairman expressed the cordial thanks of the meeting to Mr. Taylor for having come to speak to us and stated that the matter would be discussed again at the first opportunity.

Meeting adjourned at 9:30 a. m.

C. C. Meeting, April 10

Chairman, Kenneth Lucas.

Minutes of the meeting of April 3 were read. After a decision was reached that the Personnel Committee's report be incorporated in the minutes of April 3, 1931, the minutes of April 3 were approved.

Powers Hapgood reported on his recent trip to Cincinnati, where he addressed nine meetings in behalf of the Columbia Conserve Company. These were held on the university campus and in the downtown section. He stated that he spoke to a meeting of the Consumers' League on the subject of "Promoting Industrial Democracy Through Purchasing Power." Those at the meeting showed considerable enthusiasm for the Columbia Conserve Company and its plan and expressed a genuine desire to purchase our products. Powers reported upon a meeting he addressed under the auspices of the Amalgamated Clothing Workers of America. There were present about 1,500 workers, and the immediate cause for the meeting was a local strike. The workers were, of course, preoccupied with the question of assisting the local strikers and decided to levy themselves 10 per cent. of their income for the first week and 5 per cent. each week thereafter up to the point where $50,000 had been contributed to the strikers' fund. After that time the national union promises to assist the strikers if need be. In spite of their preoccupation they listened readily and sympathetically to the story of the Columbia Conserve Company.

Powers stated that the meetings would have been more worth while if we had a more effective agency for the distribution of our products in Cincinnati, and suggested that we might attempt to get the Cincinnati Wholesale Grocery Company, a co-operative concern, to take up the sale of C. C. C. products in that city.

A letter was read to Council from Llano Colony in which the Colony administration asked us whether we wanted the land which we bought last year from the Colony deeded to us or whether we were ready to donate the land to the Colony, as it was stated many others who had purchased land at the same time that we did, had done. After a brief discussion it was moved and seconded that we ask the Llano Co-operative Colony to deed us the 500 acres of land which we purchased from it on April 21, 1930, and that we ask that the land assigned to us be located on the highway as suggested by one of the colony representatives at the time the sale was made. This was carried unanimously.

A letter was read from our attorneys with regard to their findings concerning the stability and soundness of the Sun Life Assurance Company of Canada. The letter stated that investigation showed that the Sun Life Assurance Company of Canada was perfectly sound and stable, and that we need have no fear whatsoever as to the security of our insurance policies.

Walter Mullen, chairman of the Salary Recommendations Committee, made a report on behalf of that committee in which he stated that the committee had discussed the matter of placing wage workers on salary at the present time. He explained the committee's opinion as being that it found it difficult to reach any conclusion about placing wage-workers on salary in view of the present business situation, although the committee recognized that we have several among the twenty-three wage workers in our employ who are deserving of being placed on our salary pay roll. The chairman of Council canvassed the opinion of the salesmen and other members of Council as to the prospects of our business improving in the near or remote future. The replies given by salesmen were not very encouraging. Albert Armstrong thought that the outlook was not very good, and that we needed to exercise some caution with regard to adding to our salary pay roll at the present time. Miss Franz's remarks were also pessimistic in tone as were those of Claude Pennington and H. E. Herner. Most of

the people who spoke, expressed the feeling that they would like very much to have some of the present wage-workers placed on salary because of the exceptionally good attitude shown by some of these and the considerable ability which some of them possessed. Powers stated that he thought at least five people should be placed on salary forthwith even though the business situation did not warrant it, and the outlook for the future be not good. Several others spoke suggesting that we authorize the Salary Recommendations Committee to recommend up to ten wage-workers to be placed on salary. This was finally put in the form of a motion. Twelve voted for it, twenty-seven opposed, and nine registered themselves as undecided. The chairman declared the motion lost. The chairman asked for a vote on the question of whether Council wanted to place one or more people on salary. The vote showed that Council was unanimous in believing that we should consider some of the wage-workers for a salaried position. The next question was the one of "What number of wage-workers should we place on salary at the present time?" A motion was made that the matter of what number is to be placed on salary be referred to the Budget Committee. This was seconded. Objection was raised to this motion on the grounds that the Budget Committee would find it impossible to place anyone on salary on the basis of cold business facts, and that the question should be decided upon another basis than the one referred to above. The motion that we refer to the Budget Committee consideration of the question of placing some or all of our present wage workers on salary and that the committee bring back a recommendation to Council next Friday, was placed before the meeting. Twenty-one voted for the motion, eighteen against, with two voting undecided. The chairman declared that the majority for the motion was too small to allow action being taken on it. He, therefore, ruled that another motion be considered. After a good deal of cross talk and argument, a suggestion was made that the Salary Recommendations Committee meet as soon as possible and make selections from among the wage workers of those people whom it thinks deserving of being placed on salary and that it bring a recommendation to Council as soon as possible. It was suggested also that the Budget Committee would work in conjunction with the Salary Recommendations Committee in its work. The suggestion was accepted by consent, and the meeting adjourned at 9:30 P. M.

Special C. C. Meeting, April 13

Chairman Kenneth Lucas.

Minutes of the previous meeting were summarized. Reference was made to the problem discussed at our previous meeting of placing some of our present wage workers on salary. It was decided to defer this matter until Friday, April 17th.

The problem of interpreting the resolution which permits salesmen's wives to accompany their husbands at the company's expense on sales trips, was brought before the meeting by H. E. Herner. He stated that he had been asked recently to give his opinion as to whether a salesman's wife is entitled to traveling expenses from the company when she leaves the city after her husband has gone and returns before he does. In other words, the question was asked of: "Is the company willing to pay the expenses incurred when a salesman's wife visits him whilst he is on the road?" It was stated that the purpose of the resolution covering this subject was to prevent long and continued absences from their families on the part of our salesmen. The discussion revealed that we could not arrive at any clear cut interpretation of the rule in the Council meeting, and it was moved to refer the matter to the Needs Committee for consideration and that the committee be asked to bring back a recommendation as to the terms and circumstances under which the company will assume the obligation of paying the expenses of any salesman's wife when she accompanies him or joins him on the road. The motion was seconded and carried unanimously. One of the cases to which Howard referred at the opening of this discussion was that of Mrs. Marion Bogardus. She had made inquiry as to whether she was entitled to join her husband for a comparatively short period whilst he was doing sales work in the east. This question was placed before Council by the chairman and after some little discussion it was taken by consent that it be referred to the Needs Committee, and that the committee's decision with regard to the general problem be made retroactive to apply to this case.

Mrs. Carlisle reported that during the past year the sum of $78.00 had been spent in purchasing and sending flowers to those of our number who had been sick for two weeks or longer. She stated that the flower fund was now considerably depleted and that a request had been sent out for subscriptions.

The question of what should be paid by the company to those people who use their own automobiles in traveling on company business, was raised for the

purpose of discussion. Those who spoke upon this matter favored the continuation of the payment of the present allowance of five cents per mile with the understanding that this covers all expenses including garage rent. It is also understood that the company assumes no insurance liability in the case of anyone using his own automobile on company business. It was taken by consent that the present practice of paying 5c a mile be continued.

At this point the minutes of the meeting of April 3rd were read so that the members of Council might be reminded of the discussion held at that time concerning the possibility and desirability of the Columbia Conserve Company workers forming or joining a labor union. The discussion of unionism was resumed and Powers Hapgood restated his reasons for urging the workers of the Columbia Conserve Company to become affiliated with a Federal Labor Union and the A. F. of L. He thought we would be well advised to join a union even if it were merely for selfish reasons in seeking to win consumer support because of our labor and social policies. He stated there were many educational advantages to be had by following this course of becoming organized and that from the ethical standpoint—by which he meant that we were morally obligated to assist in holding up wage rates and maintaining the purchasing power of labor groups—we should join the union. Powers thought that we exaggerated the dangers from opposition from business men and some of our customers if we become unionized. He thought that we had already given cause much greater than that of unionization to offend business men and customers but that these causes do not seem to have created bad relations between them and us. Powers ended his talk by suggesting that a committee be appointed to confer with the A. F. of L. officials and to begin any negotiations that might be necessary. W. P. Hapgood stated that he believed that Powers overestimated greatly the possible good that we might derive in our publicity and sales work because of being affiliated with any union and that he underestimated the dangers inherent in such a situation. A. A. Heist stated that he did not believe Powers' statement with regard to the Rocky Mountain Fuel Co. and the success which followed their unionization was relevant and was no indication of what might happen to our sales in the event of our joining a union because the situation with us is very different from that which obtained in Denver. Mr. Heist, however, thought that the affiliation of the Columbia Conserve Company workers with the union movement would greatly assist the progressive elements already within the trade union movement and believed that that was the policy which was being advised by all progressive labor men and by the progressive labor group headed by A. J. Muste of Brookwood Labor College, Katonah, New York. Mr. Heist expressed himself as being somewhat critical of the situation that might be created by our becoming organized because of the possibility that we might become involved in organizing other groups within the canning industry and he expressed himself as being opposed to our taking any such action. W. P. Hapgood said that he did not want to enter into a situation through which we would have to change our method of precedure from discussion through peaceful means to one of struggle and warfare. He expressed approval, however, of the suggestion that a committee be appointed to interview the A. F. of L. officials but stated he thought those officials should send us a definite statement of what they think of our organization and our principles and practices. Chas. Jones made a statement in which he expressed the opinion that if we organized into a Federal Labor Union here we would run great danger of getting into difficulties with several craft unions in the city and that would tend to destroy the co-operation that we are seeking to establish here. Ethlyn Christensen expressed agreement with the suggestion to have a committee appointed so that the situation might be explained and understood on both sides. It was finally moved and seconded that upon our receiving a written invitation from Mr. Wm. Green or another official of the A. F. of L. we send a committee of three to interview the executive body of the Federation—such a committee to be composed of one ardent trade unionist, one representing the employer's point of view and one impartial person. This motion was carried unanimously.

It was decided that Powers be asked to convey the sense of the meeting upon this matter to Mr. Taylor of the State Federation of Labor. Meeting adjourned at 9:30 A. M.

C. C. Meeting, April 17

Chairman Kenneth Lucas.

The minutes of the previous meeting were read, corrected and approved. The correction made was to note that we purchased from Llano Co-operative Colony 100 acres of land and not 500 acres as had been stated in the minutes of the previous meeting.

The Personnel Investigation Committee's report was again taken up so that the case of Joe Watson might be discussed by Council. The members of the committee who spoke expressed the opinion that Joe's conduct and attitude had been such for a considerable time as to lead the committee to think that only by action of Council would it be reasonable to hope that Joe would improve in any direction. The committee recommended that Joe be placed directly under the supervision of Leo Zike and that Leo be instructed to report to Council as soon as possible if he thought that Joe was not showing the degree of co-operation with his fellows and with the leaders in the Kitchen which he should show. Joe offered to defend himself by stating that he had not avoided heavy work or sought to pass it on to the other workers as had been stated in the report. He explained that his side which was injured several months ago had pained him for a long time and that Dr. Burckhardt had never instructed him to assume the performance of heavy work since he met with his injury. Dr. Burckhardt asked to have the opportunity of rechecking on Joe's physical condition so that he might determine whether part of the criticism at least was not due to health reasons. One member of Council expressed the feeling that the committee's criticism of Joe was the same now as previous criticisms had been—a criticism of his attitude and the general spirit in which he performed all work. Others agreed with this statement. After a good deal of discussion, a motion was made that the committee's recommendation with regard to Joe Watson be accepted. This was seconded and carried unanimously.

The Salary Recommendations Committee issued its report through its secretary, Frieda Marschke. The report read as follows:

"Following upon the instructions of Council, the above committee met three times during the last week and considered the matter of selecting from among the twenty-two wage workers now on the payroll as many of those workers as they thought deserving of being placed on salary. Following upon its first meeting the committee asked each of its members to select from the list of wage workers all those persons whose attitude and performance was and had been such as to make them appear outstanding in many ways. Doing this meant dividing the whole group into two groups. A and B.

In group B were those people less outstanding than those in the first group and concerning whose attitude and performance there was no agreement between committee members. The committee came to a unanimous conclusion that the following whose names are given in alphabetic order should be in the first group.

Group A: Jeanne Bassett, Ethlyn Christensen, Robert Davis, Blanche Forrester, Eugene Nelson, R. E. Plummer, Ardeth White and Forrest Zike.

The other wage-workers were placed in Group B. They are: Frank Baldau, Frank Baldwin, Dorothy Clapp, Colba Day, Josephine Diehl, Frank Dickey, Edna Fonseth, Elwyn Jones, Frank Keifer, Ophia Lewellyn, W. E. Loughmiller and Amy Rucker.

At the final meeting of the committee each member of Group A was discussed at length so that the committee might reach a conclusion as to the order of preference in which it would choose those people in the group. It came to a unanimous decision with regard to this matter.

The order of preference was as follows: Ethlyn Christensen, R. E. Plummer, Ardeth White, Jeanne Bassett, R. E. Davis, Forrest Zike, Blanche Forrester, Eugene Nelson.

It was decided to place Maynard Cole in a special class and to have Council deal with the problem of whether he should be placed on salary at this time or not when it saw fit to do so."

After the reading of the report discussion revealed that there were a great many members of Council who felt that very great caution should be exercised with regard to the placing of wage workers on salary at this time. The chief reason for this display of caution is the fact that we have experienced, during the last several months, a serious recession in business, and as yet there seem to be no signs of quick recovery. There were, however, members of Council who expressed themselves as being very anxious to have certain of the wage workers now with us placed on salary even though the outlook be not promising. It was pointed out that the chief obligation which we would assume in placing wage workers on salary is that of offering such people permanency of occupation, and the present time seems particularly inopportune to extend such security to any greater number than we now have on the payroll. It was stated that due regard should be paid to the relationship of new obligations which we might be tempted to take on to the total obligations already assumed. We were urged to be careful not to jeopardize the whole institution by seeking to do too much. Most members of Council seemed to be of the opinion that we were doing very well by taking

care of the 22 wage workers now on the payroll.

An attempt was made to gain some knowledge within the sales field so that we might be able to foresee to some extent the future of our business. John Brophy spoke and said that insofar as he was able to guess about the sales situation which would confront us next fall, it did not seem to him to be very promising. He expected no rapid change in the condition of business either with us or within industry in general. He thought that some of the present members of the wage-working force could be added to the regular salaried group with advantage to the group as a whole even though the outlook be not a good one.

Claude Pennington expressed the opinion that we were face to face with a very difficult situation on account of the fact that we are selling in a market where prices were steadily falling and where merchants were much more cautious than at any time in many years. The outlook, he thought, was distinctly bad although he was not ready to express an opinion about the matter of placing wage workers on salary. The general feeling of those who spoke was that Council would be ill advised to accept the committee's report and that it should ask the committee to reconsider both the number of people to be placed on salary and the choices made. It was also urged that the committee bear in mind the fact that our need now is for effective workers within the publicity and sales departments. A motion was made to refer the report back to the committee for further consideration. This was seconded and carried unanimously.

The Education Committee reported upon the choice of fourteen people as prospective candidates for sales and demonstration work. The names of these persons were given to Council by Ethlyn Christensen, secretary of the committee, with the statement that the committee expected to meet all those persons chosen for a preliminary discussion of the work which might be assigned to them and the training necessary to qualify to do it, at an early date. This report was accepted by Council.

An application for work with us from Mr. T. F. Fitzgibbon was presented to Council by Jack Evans. He stated that Mr. Fitzgibbon had come to us with a very strong recommendation from Mr. Mark H. Knight, Indiana Manager of The United Press Association. Mr. Fitzgibbon, it was stated, is a graduate of the University of Chicago and has worked in various industries including the railroads, and was up to last October connected with the United Press as a correspondent. Because of the fact that Mr. Fitzgibbon might possibly qualify for a position on our sales force it was decided to refer the matter to the Education Committee so that its members might interview Mr. Fitzgibbon at a time convenient to both parties.

W. H. Hines asked that Council consider the matter of our vacation shutdown for the current year. He said that it would help the mechanical department greatly in planning its work if an agreement were reached as to when we should close the plant, this summer. He recommended that we take our vacations in two periods which would run consecutively, beginning with the first of June and ending on the 12th of July. He stated this plan meant that one-half of the force be released for the first three weeks and the other half be released for the second three weeks. It was moved that Billy's suggestion be accepted by Council. This was seconded and carried unanimously.

At this point the chairman introduced to the meeting Mr. Walter Ludwig, a director of the Pioneer Youth of America—a working class youth movement with headquarters in New York. Mr. Ludwig spoke to Council for a period of thirty or thirty-five minutes in which he told the interesting story of the development of the Pioneer Youth Movement in this country. During the course of his talk he extended to the C. C. C. his own and his co-workers' thanks for the assistance we gave to the Hocking Valley Miners during their strike in 1928. At the close of Mr. Ludwig's speech, arrangements were made to have some films shown, giving an idea of the work of the Pioneer Youth Movement.

Meeting adjourned at 9:35 P. M.

Regular C. C. Meeting, April 20th

Chairman Kenneth Lucas.

The minutes of the previous meeting were not read.

The first report was that of Glen Lipferd, given in behalf of the Sanitation and Order Committee. Glen explained that the committee had decided to make a tour of inspection of the entire plant once each two weeks. In the course of their last inspection they had discovered that several of the sewers in the alley between the Kitchen and the Boiler Room were in a bad condition and needed immediate attention. In seeking to have this attention given to the sewers some question had been raised as to whose responsibility it was to take care of them. Albert Hines had suggested to the committee that the sewers should be under the care of Earl Lindley or whoever happened to be doing general janitor work in the plant. He thought also that the janitor should come under the supervision of the Reserve Department and that the work of keeping the sewers clean should belong to that department. Following upon Bert's suggestion it was moved that Earl Lindley be placed under the direction of the head of the Reserve Department and that he or another taking his place should have charge cleaning all sewers outside the Kitchen and Capping Room. This motion was seconded and carried unanimously.

Dorothea Nord-Holt reported that Powers Hapgood had sent a message to Council stating that he had found it impossible to return to the plant on the previous Friday as he had hoped to do. He explained that he was unaware of the rule that members of the organization were expected to ask Council for a leave of absence when they intended to be away on personal business for three or more days. He offered to have the three days he had been away at St. Louis at a Miners' Convention deducted from his vacation time, or to have Council withhold his salary for the three days. The general opinion of Council was that insofar as Powers was not aware of the rule at the time he made arrangements to go away no deduction should be made in his salary or vacation time nor should he be expected to work overtime in order to make up for the days lost. A motion was made that Council express approval of the leave of absence taken by Powers. This was seconded and the motion was carried unanimously.

Jack Evans placed a request before Council from the National Child Labor Committee asking for a contribution to help in its general work of combating child labor throughout the United States. The activities of the committee were explained to Council by Ethlyn Christensen, Dorothea Nord-Holt and one or two others. It was moved and seconded that the letter be referred to the Contributions and Subscriptions Committee for consideration and a report thereon be given Council in due course.

Ken Lucas reported in behalf of the committee which had investigated the suggestion of granting Willie Kalschauer an additional two months' leave of absence with pay which had been made at a previous Council meeting. Ken reported that the committee had come to a conclusion that it should recommend to Council that we stand by the original resolution to grant Willie two months' leave of absence without pay in addition to the one month's vacation with pay to which he is entitled. The recommendation was accepted by unanimous vote.

A request from A. A. Heist was brought before Council to the effect that he be associated in some way or another with a Social Service Department which we might establish within the organization. In explanation of Mr. Heist's request it was stated that he had been granted permission by his bishop to leave the Methodist Church and come to the Columbia Conserve Company to do work of a social service character. Obtaining this position with us would enable him to gain entry without difficulty into Methodist Church circles, and insofar as our publicity work was partly that of educating the people to the need for a new social order it might be legitimately called a social service department. Objection was raised to the naming of our publicity department by any other name because of the kind of publicity we engage in, some feeling that to give it the name of social service department would be misleading. The suggestion was made that a social service sub-department might be created within the publicity department so that Mr. Heist's request be granted without at the same time interfering with the work of the publicity department or having the public misunderstand our purpose in doing publicity work. There was evident a good deal of confusion as to the way in which this matter should be handled, and a motion was made that the matter be referred to the Education Committee for its consideration, and that the committee be asked to consult with Mr. Heist about the matter and bring back a report to Council. Such a report, it was stated, should include information as to what the committee's recommendation would cover in case it recommended the establishment of a Social Service Department. This was seconded and carried unanimously.

A letter was read from Prof. Henri Lasserre of Toronto, Canada, informing us of the establishment of the Robert Owen Foundation—a co-operative enterprise designed to co-ordinate the work of various co-operative societies and in time to extend financial aid to any member of such an association that might stand in need of it. Prof. Lasserre is known to most of us as a warm supporter of the Columbia Conserve Company experiment and has written fairly extensively and always sympathetically about us—both in Canada and elsewhere. The Foundation asks that all individuals and firms in sympathy with its aims should if possible become members of it. The membership fees, it was stated, are as follows: For societies and firms the minimum subscription is $100.00 for the first year, and

a minimum of $50.00 per year for succeeding years, and for individuals $3.00 per year. Branches of the Foundation are to be formed wherever the need and opportunity of establishing a branch exists. After answering some questions concerning the Foundation, W. P. Hapgood suggested that we should treat the Foundation as liberally as we could, and that to take out one membership for $100.00, in view of the support that Prof. Lasserre and others of the Foundation had given us would be to show bad taste and poor judgment.

H. E. Herner expressed the opinion that we could afford to assist the association although he did not know to what extent we should do so.

After further discussion it was moved and seconded that we join the Robert Owen Foundation and that we pay membership dues to the total of $500.00 to same. This was seconded and carried unanimously.

A second letter from Prof. Lasserre suggested that during the summer months we might be able to furnish employment for some Canadian University students who were interested in gaining information and a greater understanding of the running of a democratic enterprise. After a survey of the commitments already made by us concerning the employment of students for the forthcoming summer, it was moved that we offer employment to Canadian University students who are already interested in the Robert Owen Foundation and in the co-operative movement generally and who desire to gain greater technical knowledge of a democratic enterprise. This was seconded and carried unanimously. It was further moved and seconded that we offer work to up to six students (Canadian University) for the summer of 1931 and that they come to us at any time after the middle of July when our vacation period ends and stay with us as long as they can during the busy season. This motion was seconded and carried unanimously.

In discussing the latter problem the information was given to Council that our decision with regard to giving work to six Russian students, beginning with the first of January of this year had not evoked any action on the part of the Amtorg Trading Corporation or the Soviet government, and that efforts to gain information from both quarters had proved somewhat futile. A suggestion was made that we should write to Amtorg stating that unless their students come here before the first of June our offer be withdrawn. Another suggestion was made that we ask the Soviet authorities through Amtorg to give us advance notice of the coming of the students, and that such notice be given in time to enable us to decide if need be that we could not take such students at that time and that such action on our part incur no inconvenience to the Russians on account of their having started on their way to the United States to come to us. This second suggestion met with the approval of the meeting and it was taken as the sense of the meeting that the information be sent to Amtorg immediately.

W. H. Hines reported on behalf of the farm committee in which report he stated that a considerable portion of the company farm had been rented to Mr. Hapgood, Mr. Lampher, and Mr. Myers. The rest of the farm he stated was in course of being cultivated by ourselves. One man had been hired on wages at the rate of $50.00 per month plus house rent and garden, cow and three hogs. Billy stated that he thought this man was a good man but he was not ready to recommend that he be placed on a permanent salary. In reply to a question Billy said that the method of renting the land connected with the farm was partly on a cash basis and partly on the basis of sharing out of the produce of the land.

Billy urged that in order that the farm be made as profitable or as nearly profitable as possible the plant workers show as much co-operation as possible in working the farm. He explained that there was some reluctance shown by certain workers to lending a little extra help, in doing farm work. He explained that when salaried workers from the plant were taken down to work on the farm they worked at 20c an hour or that was credited to them from the company payroll fund, the balance being made up in factory payroll. It was stated that the farm was and should be regarded as a department of the Columbia Conserve Company in just the same way as the Shipping Room and Label Room is regarded as such, and that we should show just as much readiness to work on the farm as we show in other departments within the plant.

A general feeling was expressed that we should all endeavor to run the farm as efficiently as possible and that we should realize that any losses incurred in it will mean a general loss to all of us.

Meeting adjourned at 9:40 A. M.

C. C. Meeting, April 24th

Chairman Kenneth Lucas.

Minutes of the meeting of April 17th, were read, corrected and approved.

The first matter of business was a report from the Salary Recommendations Committee read by the committee secretary, Frieda Marschke. The report was as follows:

"The above committee met this week to consider the instructions of Council with regard to selecting members of the present wage working group for the purpose of placing them on salary.

The committee came to a conclusion that it was not possible for it to agree as to the number of wage workers to be recommended because it could not judge the ability of the business to discharge the added obligations which placing any number of workers on salary would involve at the present time. It was also in the dark as to the ability of the company to discharge any added obligations in the future, particularly in view of the depressed condition of business now and the outlook for future business which seems to be accepted as being a very poor one. Under the circumstances the committee chose five persons from the list of eight recommended to Council last Friday, each one of which has shown some ability in doing sales, publicity, or demonstration work, and it recommends that Council itself take the responsibility of choosing the number to be placed on salary, but that the committee's order of preference be accepted.

That order is as follows: Ethlyn Christensen, R. E. Plummer, R. E. Davis, Addeth White and Blanche Forrester."

The chairman explained that the first question Council should face and act upon was to decide how many people should go on salary at the present time. This was a difficult question, and called forth considerable discussion upon it. There was a sharp division of opinion some members of Council feeling that it would be extremely unwise to place anyone on salary at the present time and others feeling that we should place those wage workers on salary that showed unusual promise of making a definite contribution to assisting in the solution of our sales problem. Finally, it was moved and seconded that we place five wage workers on salary. In the discussion opposition was expressed to accepting the above motion on the grounds that the candidates for a position on salary were not sufficiently outstanding to be accepted at a time such as the present when business conditions did not warrant any additions being made to the permanent payroll. Several people expressed the opinion that the best way to handle the matter was to set aside the motion before the house and discuss each of the five persons singly. This suggestion met with common consent and the chairman ruled that that procedure be followed.

The first name placed before the Council by the committee was that of Ethlyn Christensen. One member of the committee explained that the committee was unanimous in recommending Ethlyn for salary largely because of her versatility or ability to fit into so many departments throughout the organization. One member of the organization questioned her ability to speak with effectiveness before groups outside the Columbia because of a certain impediment which seemed to exist in her speech. Most of those who spoke about her spoke of being favorably impressed by her as a teacher, speaker, and committee member, whilst her work in the other departments of the plant seemed to be fairly satisfactory. It was moved and seconded that Ethlyn Christensen be placed on salary. The vote showed that all were in favor of the motion except six who voted against it and five who expressed themselves as being undecided and therefore did not vote. The next person to be discussed was R. E. Plummer. One committee member expressed the view that all the information which the committee could get about Plummer was very much in his favor although it was noted that he had only worked on the sales force with one group of men and that it would have been more helpful to the committee if it could have gained opinion from a wider group of people based upon their knowledge of Plummer and his work. Plummer was described by several people as being a versatile and an intelligent worker, and that his being placed on salary would make him a still greater asset to the company than he is at this time. A motion was made that R. E. Plummer be placed on salary. This was seconded and carried. The vote was—all for the motion except one who voted against it.

R. E. Davis' name was placed before the meeting with the statement that he, too, showed some considerable ability to fit into various departments throughout the organization, although his ability as a salesman was questioned because of the very short period of time that he had been in training for that work. A motion was made that R. E. Davis be placed on salary. This was seconded, and all voted for it except five who voted against it.

The next person to be discussed was Ardeth White. Ardeth's work as a demonstrator was praised by all those who had first-hand knowledge of it. Her work in the Label Room was characterized as being poor, but the chief explanation for this was that she is short and handicapped because of her shortness in doing much of the work assigned to her. It

was stated that the work she performed in the kitchen was fairly good. Some doubt was expressed as to the wisdom of placing a person on salary who was very effective in only one department, and especially when it was improbable that the person would work in that department for more than half the time in any one year. Finally a motion was made that Ardeth White be placed on salary. This motion was seconded. The voting showed that all were in favor of the motion except four who were opposed and three who expressed themselves as being undecided, and therefore did not vote.

Blanche Forrester's name was placed before the meeting with the general statement of the qualifications claimed for her by the committee, made by Walter Mullen. Arlie Myers expressed the opinion that Blanche was a fairly good demonstrator but that he would place her fourth with regard to her effectiveness as a demonstrator compared with other members of the demonstrating group that we now have. He said that one of her troubles is that she is likely to excede the duties assigned to her but he thought also that she was making a genuine effort to check upon herself in this regard. One member of the demonstrating crew that worked with Blanche at St. Paul spoke highly of her work there and of her general influence upon the group. Garnett Lohman stated that she felt that Blanche showed considerable lack of seriousness for a girl of her age and that she found it difficult to understand this in her. Other members of Council did not share this opinion and some expressed the belief that they thought Blanche to be a very serious person and that she showed a good spirit both inside the Columbia and outside. A motion was made that Blanche Forrester be placed on salary. This was seconded and carried. All members of Council voted for the motion except one who voted against it.

The chairman asked whether any Council member had any other wage worker's name that he wished to place before Council for the purpose of considering that person for salary. W. Kalscheuer responded by proposing that Forrest Zike be placed on salary. George Alexander seconded the motion and George Gregory and Baxton White spoke in favor of it. W. H. Hines, Sr., opposed the motion and stated that we could not consider adding to our force any person or persons who was not qualified to serve in the sales, publicity, or demonstrating departments and that we had plenty of competent help in the production department at this time. Miss Franz and Powers Hapgood agreed with Billy, and W. P. Hapgood expressed himself in favor of no action being taken at this time to add to our salary group beyond the number already added. He thought the business outlook was too poor to warrant our taking any additional responsibilities at this time. Finally, the motion was put to the house that we place one more person on salary. This was seconded but the motion was lost by a large majority.

The chairman introduced to Council, Dr. Edwards, Executive Secretary of the Indiana Council of International Relations. Dr. Edwards was called upon to speak and he gave a very interesting summary of the work of the Indiana Council of International Relations and in doing this emphasized the danger of war and the possible effect of such a war upon our present day civilization. The speaker did not ask for any financial assistance but in reply to a question asking whether the Council was in need of financial aid he stated that because of local circumstances the Council had been severely handicapped in the past because of lack of financial resources, and any assistance given to the Council would be greatly appreciated by the speaker and his associates. It was decided to place this matter on the agenda for discussion at the earliest possible opportunity.

The publishing firm of James T. White Company of New York was represented in Council by two members, one of whom, Mr. Gulert, asked for permission to speak upon a plan which his company had in view of including the biography of Mr. W. P. Hapgood and the history of the Columbia Conserve Company in the National Cyclopedia of American Biography. Mr. Gulert explained that the biography was an attempt to give to the public, within a reasonable space, the complete history of the outstanding figures in American history and contemporary life together with information about the ideals for which these people stood or stand at the present time. He asked Council to furnish the company with a picture of Mr. Hapgood so that it might be included in the cyclopedia. Such a picture it was understood would cost from $400.00 to $2,000.00, half of which sum would be used to finance the work of the continued publication of the biography in years to come. After Mr. Gulert spoke and answered some questions it was decided to place this matter on the agenda for discussion as soon as possible.

Powers Hapgood read a letter from Miss Katherine Pollock and another from Tom Tippett in which they asked in behalf of the striking miners of West Virginia for our assistance in the form of food. It seems that the conditions under which the miners of West Virginia work are as bad as can be found anywhere on the American continent. $1.80 a day (for two or three days a week) seems to be the average wage paid there, and the day's work may begin at 4:00 A. M. and last until 8:00 P. M. Mass meetings have been held recently to protest against these conditions and because of attendance at these meetings many miners have been discharged from the mines and evicted from their homes and, as a result, need support. This request was tabled, and it was asked that the matter come before Council on Monday.

Mr. M. Morton from Indianapolis asked permission to talk to the Council members of the work being done by the Indiana State Unemployment Insurance Committee which he represented, and spoke of the plans the committee have of organizing a hunger march with the end in view of demanding of the state legislature that it enact a state unemployment insurance system. The committee expects to have twelve or fifteen hundred people in Indianapolis at the time of this hunger march and is seeking assistance in providing food and shelter for them during that time.

A motion was made that this matter be referred to the committee on subscriptions and contributions. This was seconded and carried unanimously. At the close of the meeting Dr. Chas. Boss of the Board of Education of the Methodist Episcopal Church of Chicago, asked permission to express to Council his thanks in behalf of the twenty-one Methodist ministers present in the meeting that night for the opportunity of being with us and for the hospitality extended to them. Dr. Boss' speech was very appropriate and was much appreciated by members of Council.

Meeting adjourned at 9:30.

C. C. Meeting, April 27th

Chairman Homer Shelley.

Minutes of April 20th were read, corrected and approved.

W. H. Hines reported on the work done by Howard Herner and himself with regard to investigating the possibilities of our purchasing a five-acre tract of land located directly east of our Indianapolis plant. Billy stated that there had been a considerable reduction in the price asked for by the owners of this land, and that he was hopeful that it could be bought at a very reasonable price. A motion was made that Council extend to Billy and Howard the authority to continue negotiations with the owners of the land and to make final purchase of it at a price that seemed to them fair and reasonable. The motion was seconded and carried unanimously.

A. D. Myers brought to the notice of Council the fact that Mr. Morton who spoke to Council on Friday night was a member of the Communist Party and that the organization which he represented is controlled by that party. Arlie expressed opposition to giving any donation to Morton or his associates and expressed serious doubt as to the usefulness of the demonstration which is to be staged in Indianapolis on May 4th. John Brophy stated that he had no criticism to make of the Communist Party in bringing to the attention of the public the seriousness of the unemployment situation, but he suggested that before we contribute to any committee we should investigate the make-up of such a committee and consider after that investigation whether we should make a contribution. The members of the Contributions and Subscriptions Committee explained that they would make the investigation suggested by Brophy and be quite sure of the make-up of such committee before they would recommend that we make any donation.

A request for the sale of dented cans by us to the Rev. Edwin A. Brown of Cleveland, was presented to Council with an explanation of the work done by Rev. Brown on behalf of the unemployed in that city. Mr. Brown is endeavoring to get all the foodstuffs he can at the lowest possible price for the purpose of reselling them at the lowest possible price to unemployed people in Cleveland. It was explained that Rev. Brown had been very active in support of the Columbia and was still doing what he could to insure a wide distribution of our products in his city. Miss Franz reported that we had in the warehouse a total of 586 cases of soup, chili spread, and bean sprouts that she thought we might sell to Rev. Brown and which would be acceptable to unemployed workers. It was moved and seconded that we authorize the sale of dented and other goods to Rev. E. A. Brown of Cleveland and that the matter of fixing the price for same be delegated to the Sales Committee. This motion was carried unanimously.

Council expressed the feeling that in view of Mr. Brown's interest in the Columbia and his efforts in behalf of the sale of Columbia goods, we should extend to him an invitation to inspect our plant

and attend one of our Council meetings at our expense. This motion was seconded and carried unanimously.

With reference to the appeal made at our last Council meeting by Mr. Morton, the question was raised of whether we should permit the presentation of such appeals to Council without first of all seeking to know something of the person making the appeal and of the organization he represents, if any. It was stated that the usual procedure followed in most organizations is to have requests from people who want to appeal for assistance or support to the organization, passed before an agenda committee before permission is granted. It was suggested that this course be followed by us and that all cases where persons wanted to appeal to Council for aid be presented to our Agenda Committee for consideration before any such person be allowed to go before Council. This was taken by consent of the meeting.

Lucille Burkhart gave a report on behalf of the Needs Committee dealing with the committee's recommendation as to the circumstances and conditions under which the company will pay the traveling expenses of a salesman's wife when she accompanies him on a sales trip. The report given was as follows:

"That the Needs Committee recommends that the practice already established of paying the traveling expenses of a salesman's wife when she accompanies him on the road be continued, but that payment be automatic only in cases where the wife leaves the city with her husband and returns here with him. In other cases where, for one reason or another, a salesman or his wife or both wish to depart from this rule, the payment of the wife's traveling expenses by the company can only be made upon recommendation of the Needs Committee."

After a brief discussion it was moved and seconded that the committee's recommendation be accepted. When the question was put to a vote, all voted for it with the exception of one who voted against it. The motion was carried and the committee's report accepted.

The Standards Committee, through its leader, Homer Shelley, asked Council to consider the appointment of a new committee to investigate the conditions that obtain in the laundry with a view to making suggestions for various changes in the equipment now used in the laundry. It was pointed out that a committee had been appointed some time ago for this purpose and was still in existence. Homer explained that his department thought the equipment in the laundry was ineffective and that there was need for the installation of new equipment if we could afford it. W. H. Hines stated that we had spent around $600 on improving equipment in the laundry since Christmas, and that he would urge us to be cautious with the matter of spending money on equipment in any department at the present time. The chief need in the laundry, it was stated, is that of a change of location and it was generally conceded that the laundry was not located in the best place, but it seems that it would be very difficult to move it to any other part of the plant at this time. Before the discussion closed, the opinion was expressed several times that the need for new equipment in the laundry should be investigated as well as the cost of installing same. A motion was made that a committee of three be appointed to investigate conditions in the laundry. This was seconded and carried. The appointment of this committee was delegated to the Committee on Committees.

Meeting adjourned at 9:30 A. M.

C. C. Meeting, May 1st

Chairman Homer Shelley.

Minutes of the meeting of April 24th were read and approved.

Ethlyn Christensen reported to Council in behalf of the Contributions and Subscriptions Committee that the Committee had considered the application for assistance from us of the State Unemployment Insurance Committee represented at a former meeting of Council by Mr. M. Morton of Indianapolis. The Contributions & Subscriptions Committee, the report stated, had come to a conclusion that it would be very unwise of us to extend aid to the unemployment insurance committee because of considerable uncertainty that existed as to the integrity of some of the persons who were members of that committee. It was also said that we might jeopardize our own position by lending aid to members of the Communist Party when it is well known and understood that we disagree fundamentally with their philosophy and approach towards social and industrial problems. The committee recommended that no assistance be given to the Unemployment Committee at this time. A motion was made that the committee's report be accepted. This was seconded and carried unanimously.

The chairman brought before the meeting the question of whether we should retain our wage workers on the payroll during the shut-down period—June 1st to July 14th. Albert Hines stated that he felt it would be unwise to release the wage workers during the shut-down if it be at all possible to find work for them.

Arlie Myers expressed the opinion that it would be possible to find work for all wage workers but that such work would not of necessity be profitable or remunerative work.

W. H. Hines, Sr., expressed doubt as to the wisdom of retaining all wage workers for sentimental reasons and asked that Council be given a week in which to think over the problem. The suggestion was made that it might be possible to have the wage workers work part time during the six weeks of the shut-down so that each one be given at least a small income during that period. Council gave its consent to having this discussion tabled until next Friday.

A request was submitted to Council in behalf of the West Virginia miners, many of whom have been victimized in connection with their activities in the new miners' union in that state. The request came from Miss Katherine Pollak and Tom Tippett and was one in which they asked the Columbia Conserve Company to donate food. An explanation of the situation in West Virginia was given by John Brophy and others. Some members expressed doubt as to the wisdom shown by the miners in striking at this particular time. It was explained that they had very little choice in the matter and that they were so pressed that they reacted spontaneously through the medium of protest meetings and for attendance at such meetings many miners were discharged from their jobs and evicted from their homes.

Milburn Forth suggested that individual contributions should be asked rather than that the company should assume the obligation of making a donation. Arlie expressed the opinion that sooner or later we would have to confront many requests for assistance with a definite, "No," stating that we are not in a position to assist all people in distress. A motion was placed before the meeting to the effect that individuals be solicited to assist with this work of relieving the West Virginia miners and that the company donate $1.00 from its treasury for each dollar subscribed by individuals. This was seconded and carried unanimously. It was decided to ask the Committee on Committees to appoint three persons to solicit funds for this purpose.

The Education Committee reported that it had followed Council's instruction and interviewed Mr. T. F. Fitzgibbon who was an applicant for a job with us. The Committee recommended that we do not offer Mr. Fitzgibbon a position at this time. Each member of the committee had formed a very favorable impression of Mr. Fitzgibbon but felt that the business situation was such as not to warrant placing anyone on the payroll unless such a person had marked ability to assist us in sales, publicity or advertising work.

A request for financial assistance to the Indiana International Relations Council was carried over from the meeting of Friday, April 24th, and was discussed again at this meeting. In connection with this matter the feeling was expressed that we should place some restriction upon the granting of assistance to outside organizations and that we might well begin by making no subscription to the Indiana International Relations Council. Several people spoke against the granting of a subscription whilst one or two urged that we should use the opportunity of subscribing to the Council for the purpose of arousing ourselves about the problem of war and the need to face it openly. John Brophy stated that he was in favor of the suggestion to grant financial assistance to the Council, but felt that the present time was inopportune for us to do so and favored tabling the motion until some future date. Some doubt was expressed by one or two members of Council as to the thoroughness with which the Council opposes war and the question was raised as to the Council's connection with the International Council for the Prevention of War. It was explained that the Council was very closely connected with the body referred to but no definite information could be given about it. A suggestion was made that Dorothea Nord-Holt be asked to get further information about this. It was taken by consent that this course be followed and the matter be discussed at a later meeting.

W. P. Hapgood raised the question of what should be done with the request made to us that we should contribute funds for the purpose of writing up a biographical sketch of himself and the history of the Columbia Conserve Company. He suggested that we should not contribute anything until we get more knowledge about the National Cyclopedia of American Biography. Because he felt the need of great knowledge about the cyclopedia, he had asked Dorothy Nord-Holt to investigate the cyclopedia by going to the library and inspecting a few copies of it. Dorothy reported that she had been very favorably impressed by the copies of the cyclopedia that she saw at the library and stated that the write-ups she saw in it were exceedingly good. She was told by the librarian that the cyclopedia was considered the standard work on living persons. Mr. Hapgood suggested that an attempt be made to

substitute a photograph of the Council for that of himself, expressing the opinion that it would be much more in harmany with our aims and objects to have a photograph of Council appear with the story of the Columbia Conserve Company than his own. After some further discussion about this matter it was decided that no action be taken until we see the written material, but it was stated that an attempt should be made to get the publishers to consider the placing of a picture of the Council in the book at the time it is published.

A report from the Speakers' Committee recommended that Jack Evans be sent to the 10th Anniversary meeting of Antioch College at which Mr. Henry Dennison of Dennison Manufacturing Company and Mr. Arthur Morgan, president of the college, are to speak. The college authorities had extended invitations to four people from the company to attend —Mr. W. Hapgood, Chloe MeHarry, Dorothy Nord-Holt, and Jack Evans. It seems unlikely that Mr. Hapgood would be able to go and it was doubtful that either Chloe or Dorothy would be able to go. If, however, they find it possible to go then it was recommended by the committee that each one be permitted to go at the company's expense. This recommendation was accepted by consent of Council.

A matter that has needed attention for some time was brought to Council's attention by the chairman. He stated that there was need for a reorganization of the present library and the manner in which it is taken care of. It was generally agreed that a new plan should be devised whereby books, magazines, and newspapers be circulated and distributed. Mention was made of the fact that it might be advisable to have reading racks and binders for magazines so that the maximum use might be made of publications that come to us.

In connection with this matter, a motion was made that the committee on committees be asked to appoint a librarian to take care of books and magazines. This was carried unanimously.

A further motion was made that the Education Committee be given the responsibility of choosing books and magazines to be purchased and that a sum of $50.00 be set aside for that purpose. This motion was seconded and carried unanimously.

Arlie Myers called Council's attention to the fact that Kenneth Lucas has been chairman of Council for a period of fifteen to eighteen months and that there was need for a change in order to give Ken an opportunity of expressing his opinions upon various matters that come before Council as well as affording an opportunity to other members of Council to share in the responsibility of directing its work. Those who spoke on this matter expressed agreement with Arlie and it was suggested that the matter be placed on the agenda for discussion at our next meeting. Objection was raised to disposing of the matter in that way and a further suggestion was made that we deal with the matter at this meeting. The chairman asked for a motion dealing with this suggestion, and it was proposed that a new chairman be appointed. This was seconded and carried unanimously.

To facilitate the choice of the new chairman, the Committee on Committees was asked to nominate six persons on which the Council would ballot, after the nominations had been made.

This was seconded and after some discussion it was carried by a majority vote.

Dr. Burckhardt made a lengthy report on the work of the Health Department and answered many questions concerning the condition of various individuals within the organization. The doctor's report was enlightening and of great assistance to all of us in understanding the relationship between health and the effectiveness of various persons in the performance of their work.

Meeting adjourned at 9:40.

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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INDIANAPOLIS

Freedom

By JAMES RUSSELL LOWELL

Men! whose boast it is that ye
Come of fathers brave and free,
If there breathe on earth a slave,
Are ye truly free and brave?
If ye do not feel the chain
When it works a brother's pain,
Are ye not base slaves indeed,
Slaves unworthy to be freed?

Is true Freedom but to break
Fetters for our own dear sake,
And, with leathern hearts, forget
That we owe mankind a debt?
No! True Freedom is to share
All the chains our brothers wear,
And, with heart and hand, to be
Earnest to make others free!

They are slaves who fear to speak
For the fallen and the weak;
They are slaves who will not choose
Hatred, scoffing, and abuse,
Rather than in silence shrink
From the truth they needs must think;
They are slaves who dare not be
In the right with two or three.

THE COLUMBIA CAULDRON

Published Monthly
BY OF AND FOR EMPLOYEES
of the
COLUMBIA CONSERVE COMPANY
INDIANAPOLIS, INDIANA

THE AMANA COLONY

One of the most interesting and oldest producers' co-operative societies in this country is the Amana Society in eastern Iowa. It was my good fortune to visit this colony on a recent trip in Iowa and to talk with some of the workers and leaders there.

The colony is now in its seventy-sixth year in its present location. For thirteen years before that it had been located in New York State, but the history of its existence in Germany dates back to 1742.

Completely surrounded by the competitive system, this communal colony has remarkable vigor and vitality. The standard of living of its fourteen hundred inhabitants is, in respect to the necessities of life, much higher than that of most people in the outside world. The individual has complete security against the poverty resulting from unemployment, sickness, and old age, which is the greatest source of tragedy to the average person today.

The Amana Society owns and operates twenty-six thousand acres of land in the fertile valley of the Iowa River, which flows through the center of the tract. The property of the society is unhampered by mortgages or debts, but there is an overhead of $31,000 a year in taxes that is always met by the society, even at times when so many farmers and industries are unable to meet their obligations to the government. About half the land is under cultivation or in pasture for the herds and flocks. The rest is in timber, which is scientifically logged so as not to deplete the forests.

While the principle industry of the community is agriculture, there are two woolen mills, seven general stores, seven bakeries, machine shops, furniture factories, packing plants for sausage, hams, cheese, and butter, and many smaller manufacturing establishments. Most of the industries produce not only for the inhabitants of the colony, but for the outside as well. The quality of the woolen cloth, the pork products, and other commodities which the society sells is so high and the salesmanship so good that even in periods of general depression there is little difficulty in finding markets. Almost every industrial unit is now behind on its orders. The woolen mills last year did a business of about $300,000.

The manager of the mill said that if he was permitted to run more than one shift the business could be greatly increased.

The books of the auditors of Iowa and Johnson counties in 1920 listed the real and personal property of the colony as $2,102,984. This is a per capita wealth of over $1,500. One of the outstanding monuments to the industry of these people is a canal seven miles long which they built many years ago from their dam in the Iowa River to the woolen mill at Amana. In this way they get the power to drive their generators which furnish electricity for their industries. The people in the colony live in seven little villages, located several miles apart, each with its own postoffice, store, bakery, packing plant, and agricultural equipment. At Homestead, Amana, and South Amana there are hotels, with car storage, for visitors.

The villages and the homes of the people are remarkable for their beauty and cleanliness. Not a broken stick, scrap of paper, or pile of rubbish did I see anywhere. The yards have lawns, gardens, shrubs, and trees with plenty of space between each house. About half the homes are of brick, made by the colonists, the rest being of lumber. The inside of the homes that I visited were very roomy and comfortably furnished. There are a number of community kitchens, each serving thirty or forty people, and the food at the one meal that I had there was excellent in its variety and quality.

Complete communism in respect to

ownership of property and income exists at the Amana Colony, although it does not exist in respect to control and management. The income of the colony is divided equally among its members, regardless of position or efficiency. The individuals receive their food, clothing, shelter, medical attention, and other necessities produced by the colony, and in addition are given credit at the stores with which they can buy a limited amount of things produced on the outside. Managers, technicians, and the trained people receive no more than their share of the income of the colony.

The society is based primarily upon the religion of the group which is called "The Community of True Inspiration." This faith started several centuries ago in Germany and its early members suffered such persecutions from the dominant churches in Europe that they were forced like our Pilgrim Fathers to emigrate to the New World. As Bertha Shambough, the wife of a professor in the University of Iowa, says in her book about Amana, "It was a simple faith—a belief in guidance through divine revelation—that held together the early congregations of Inspirationists despite humiliations and torture. . . . It was this simple faith that sustained the community through years of persecution and trial in the Old World and through years of suffering and sacrifice in the New World."

According to the constitution of the society, membership in the colony is limited to members of this faith. The government of the colony might well be termed a "theocracy," as on almost all matters it is in the hands of the trustees who are elected by the elders of the church. The elders are elected from among those over forty by the trustees. The members of the society have the power by a general vote to amend the constitution if they so desire, so that theoretically, at least, they could control the affairs of the colony if they wished.

While the management of the colony is in the hands of a very few people, it is obvious that these people are very sincere and use their power to decide policies in the interest of the entire group. There is no attempt on the part of those in control to have more material advantages than the rank and file of the colonists.

The board of trustees appoint the members of the village council, who in turn appoint the managers of the various productive departments. The decisions in regard to most details are in the hands of the village council and the responsible individuals whom it appoints.

The longevity and success of Amana in the midst of a competitive world is undoubtedly due to the unifying force of their faith. There is evidence, however, that the enthusiasm is waning somewhat because they are no longer persecuted and because no one in several generations has had "the gift of inspiration" as several of the founders had.

One of the greatest difficulties that the society has is that the younger people leave, although many of these after contact with the insecurity of the outside world return to the colony. At the present time there are about 975 adults out of a population of approximately 1,400. One of the members of the colony with whom I talked believed that the younger members were inclined to leave because there was "too much communism" at the colony. Some of them felt they could better themselves materially and advance further on the outside.

Because of my experience at the Columbia and the fact that here it has been possible to combine the "needs" basis of payment with enthusiasm for the co-operative movement, I expressed the opinion that equality of incomes was not the cause of diminishing enthusiasm on the part of the younger people. I feel it is their form of government which is the cause—the fact that the younger ones are not given responsibility of management and the understanding which comes through democratic control.

If the whole group were made the management, with every one a member of the village councils, and if educational work were done to show the relationship of such colonies as Amana to the solution of the insecurity and tragedy of the outside world, I am sure that the enthusiasm of the young would reach its former heights. If the zeal for the great ideal of Amana were rekindled, there is almost no end to the high standard of living with the modern methods of production that these people could secure.

In closing, there is nothing more worth while than to quote again from Mrs. Shambough: "The community today is a living history of all of the work and character and ideals that have been associated with it in the past; and when we look into the faces of the splendid young men and women to whom it has been handed on as a precious inheritance, when we hear the chant of the 'primer class' as it floats out of the vine-covered school window, we know that in spite of external modifications and adjustments, in spite of the occasional 'emblem of vanity' and 'worldly amusement,' in spite of the inevitable 'black sheep' in the fold, much of the beautiful spirit of 'the old defenders of the faith' still prevades the community. The history of mankind teaches that 'religion often makes practicable that which were else impossible, and divine love triumphs when human science is baffled.'"

POWERS HAPGOOD.

WHAT IS A RADICAL?

Apparently that is a question of individual judgment, or as Professor Einstein would put it—a matter of relativity.

For instance, take the experience of Gandhi when, in Bombay recently, the Communists broke loose in a gathering of his followers and admirers. They stormed the platform, reviled him, tore down the congress party flags and tried to raise the banners of the Reds. The Gandhi Nationalists rallied and drove off the disturbers after they, for a time, had held the upper hand.

To the Reds, Gandhi is neither a patriot, a liberal nor a liberator. They denounce him as a tool of British imperialism and capitalism. And so it has been and is today among those "positives" with "fixed ideas"; they have no horizons, and in their philosophy is no room for concilliatory adjustments.

Thus Washington was a tyrant to the American Jacobins, and Lincoln was a vacillating palterer to the Abolitionists. Ramsay MacDonald is a jellyfish to Mr. Mosley and a mere bubble to Mr. Stalin. Mr. Hoover is a stubborn reactionary to Mr. Borah. Mr. Borah is but a rhetorician to Mr. Norris. Mr. Norris is a futile sham to Mr. Norman Thomas, and Mr. Thomas is a straw man in a starched shirt front to Comrade Zack Foster, who, in turn, is regarded by Moscow as a pitiable insect because he cannot show any results in the United States.

And the old school, direct-action nihilist would think the whole Moscow regime unworthy of the powder to blow it to perdition.—*The Optimist.*

Two women were seated in a street car discussing their favorite opera, and as the conductor advanced to take their fare, one of them, handing him her fare, remarked, "I simply adore Carmen."

Blushing to the roots of his hair, the embarrassed conductor replied, "Try the motorman, miss; he is a single man."

SOUP!

Many people ask, from time to time, about the origin and development of the soup business of today. There is considerable difference of opinion as to the history of soup making, but we learn from a contemporary magazine, *The Optimist*, that the originators of modern soups were the French. The author of this article, "Soup and Its Beginnings," says that," Whatever influence the Italians of the Renaissance may have exercised upon French cookery, to the French must be allowed the merit of having made bouillon or broth the foundation of the taste of all moist savory preparations, and of having thereby made a great number of dishes more wholesome as well as more tasty than they were before this development." It is interesting to find that the chief reasons back of the fact that the French became the first makers of modern soup were geographic and economic.

Our writer goes on to say, "Among the Romans as well as the later Italians, the broth of meat remained almost unused, for even "The capon broth with flour-paste" mentioned by early Italian novelists, was used only in a very limited area and had no general acceptance.

The Greeks and the Romans possessed large quantities of olive oil and used it very generally for imparting flavor and richness to moist dishes. And while the Mediterranean countries used oil, the north of Europe consumed butter, lard and other animal fats. However, the inhabitants of central France suffered from an insufficient supply of both classes of fats, and thus they had a particular inducement for the use of meat broth—a simple economic fact that marks an epoch in the development of culture.

For years the main dish of France had been a domestic meat soup, the *pot-au-feu*. Records of the housekeeping of King Louis XIV, who was wont to have served at his table no less than sixty dishes, show that two-thirds of the meat used in his kitchens was employed in the production of bouillon to be incorporated with the rest. So great was this French valuation of the broth or bouillon in the diet, that as early as 1730 we find the scientists of France turned to the intensive study of meat and vegetable extractives. The work of Claude Joseph Geoffrey, whose researches occurred in 1730 and 1732, was followed by that of Louis Proust, who succeeded in producing a true extract of meat entirely free from gelatine.

Naturally, with soup so important a matter of national diet, and with the nation's scientists intently investigating the basis of soup making, the French cook or chef was quick to take advantage of all the knowledge which this specialized study and investigation brought to light.

Added to this, the practical experimentation with vegetables, spices and herbs, for nutriment and flavor, gave an added advantage. Other nations came to him to learn and thus the knowledge and skill which once was exclusive to France has affected, throughout the world, the public conception of what soups should be.

American soups represent the accumulated knowledge, experience and skill of all that preceded them. They retain all the original deliciousness, all of the deft additions, changes and improvements incorporated into the French soup-making methods by the old masters of cuisine—modified to suit the taste of a very modern and very critical public.

JOKES

A man with a talkative wife
Eats his alphabet soup with a knife.
He admits he'd as soon
Eat soup with a spoon,
But—this—way—he—can—get—a
few—words—in—edgewise.

Willie: "Pa, what's a garden plot?"
Pa: "The bugs and worms planning to eat your stuff up."

Jones: "Did you go on that trout-fishing excursion last week?"
Brown: "I did."
Jones: "Did you fish with flies?"
Brown: "Fish with flies? Yes, we fished with them, camped with them, dined with them, and slept with them."

"Mr. Brown has left his umbrella here again. I do believe he would leave his head if it were loose!"
"I dare say you're right. I heard him say only yesterday that he was going to Switzerland for his lungs."

He: "Are you fond of moving pictures, Jennie?"
She (hopefully): "Aye, Sandy."
"Then maybe, lass, ye'll help me get half-a-dozen doon out o' the attic."

The Scotchman said he preferred blondes because of the lighter overhead.

Current Events

By the Man in the Street

According to the President, "The American people are going through another Valley Forge at this time." Most people, however, will note one important difference. The suffering at Valley Forge was intelligent to the extent that it was due to a shortage, the boys at Valley Forge didn't find themselves in the ridiculous position of suffering want in the midst of plenty.

* * *

Mr. Hoover also says that we are being offered "the specious claim that everybody collectively owes each of us individually a living rather than an opportunity to earn a living." But that's just the trouble, some six million unemployed American citizens are being denied the opportunity to earn a living.

* * *

Unless the American people are paid enough to buy the products of industry it is absolutely certain that American industry cannot prosper. Everybody seems to realize that except our best minds.

* * *

The 500 richest men in the United States with a total income of $1,185,135,330 will not buy as much as the 500,000 workers engaged in transportation with a total income of $1,120,710,037.

* * *

On page 8 of the June 6th issue of *The Indianapolis Star*, H. R. Knickerbocker in "Fighting the Red Trade Menace," says, "The Russians eat more rye than wheat bread, but last year the average consumption of wheat was 300 pounds a person. Everybody in the Soviet Union had all the bread he could eat." Which is more than can be said for our own United States of America.

* * *

The publisher of *The Magazine of Wall Street* complains that Mr. Alexander Legge as chairman of the Federal Farm Board endeavored to get American farmers to reduce wheat production, while Mr. Alexander Legge as president of the International Harvester Company aided Russian farmers to increase wheat production. Writes C. G. Wyckoff, "It is a sardonic fact that the International Harvester Company, whose president, as recent chairman of the United States Farm Board, has striven earnestly to curtail wheat production in the United States, is responsible more than any one other agency for Russia's ability to export wheat and depress world markets. Thirty thousand tractors and 2,000 combine harvesters, costing $145,000,000, have just been shipped to Russia." Well, business is business, and, besides, the Russian farmers seem to be about the only ones still able to buy tractors.

* * *

Fifty years ago people went hungry only when there was too little bread, but in these modern times they go hungry because there is too much wheat. That's progress!

* * *

"Governments always are too slow," says Mr. Hoover, "frequently too short-sighted to meet the sudden sharp demands of critical emergencies in human suffering." That makes the recognition of the obvious unanimous. Now, how about a little action?

* * *

Action is certainly needed as is indicated by the following news item, "A study of 22,600 deaths reported by twelve insurance companies reveals a higher death rate among the poorer classes, according to Frank J. Bruno, professor of sociology at Washington University. The infant mortality rate increases definitely as the income of the parent declines, he reported."

* * *

There seems to be a lot of worry about our ability to meet Russian competition in world trade. One reason for the difficulty is probably due to the fact that our production costs include, to use one large American corporation as an example, a president paid over a million dollars a year, six vice-presidents with salaries running from $35,000 to $200,000 a year, the interest on $100,000,000 worth of 7 per cent. preferred stock, the interest on $200,000,000 in bonds and the dividends, if any, on nearly $200,000,000 of common stock. Private capitalism with its load of million-dollar officials, common stock, preferred stock, class A stock, class B stock, mortgage bonds and debenture bonds will no doubt find it increasingly difficult to compete with public capitalism. And public capitalism is no longer a fluke but a fact—to be faced.

"These really are good times, but few people know it," said Henry Ford. Very few, Henry, very few indeed; everybody will agree with you on that.

* * *

Washington received offers of $6,000,000,000 on its $800,000,000 bond issue. Six billion idle dollars! The people who own these dollars do not need them to purchase consumable goods, nor is there any demand for them for increasing the means of production. Six billion idle dollars and—six million idle men. But we mustn't do anything, except occasionally feel the pulse of business or maybe take its temperature.

* * *

It is estimated that the wages earned by the American people dropped $10,000,000,000 in 1930. Yet some people wonder why business is bad.

* * *

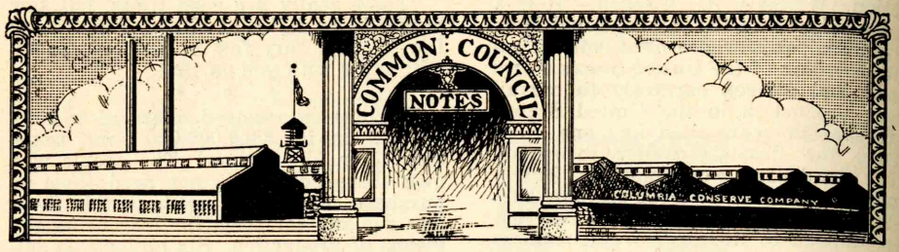
Some of our best minds seem to be worrying more about idle dollars than idle men. It has been suggested that banks should be able to find a market for cheap money by going out and selling credit. That sounds all right, but there isn't much sense in increasing the means of production when there is no market for our present productive capacity. Some estimate that with our present plant capacity we could double, even triple, present production. But no market—all because we failed to realize that business should be the "business" of producing for consumption.

* * *

The international labor office of the League of Nations at Geneva estimates the idle workers of the world now number 20,000,000, and observes that Russia is the exception, always looking for more workers. In this connection the comment of M. E. Tracy in the Scripps-Howard newspapers is pertinent, "No matter how well off the great capitalistic nations may be, prolonged idleness will bring on distress. No matter how poorly circumstanced the Russian people may be, persistent toil will pull them out of the mud."

* * *

The government announces a bond issue of $800,000,000. "Of this amount," according to a White House statement, "$440,000,000 will be expended in the statutory redemption of the public debt." Now to some folks that may seem like borrowing from Peter to pay Paul. But you're wrong. That's merely the financial genius of Andrew Mellon, the greatest Secretary of the Treasury since Alexander Hamilton.



C. C. Meeting, May 8

Chairman, Kenneth Lucas.

Minutes of the Council meeting of May 1, 1931, were read and approved.

A report was issued by the Education Committee through its secretary, Ethlyn Christensen, which reads as follows:

"There was referred to our committee for further consideration the matter of the designation of A. A. Heist as Secretary of the Social Service Department.

"In recommending such a designation, your committee recognizes that Mr. Heist asks for it only as a means of facilitating his work outside our group and wishes no significance attached to the designation within our organization. The work which he is called upon to do in churches closely parallels that of social service commissions of the larger denominations, so his introduction as of a social service department gives him immediate recognition and entrance into churches which would hesitate to receive anyone whose designation does not carry recognition of ministerial standing. Moreover, such a designation by us will minimize Mr. Heist's difficulty in retaining an active relationship in his own ministerial group. We, therefore, recommend the recognition of such a department without having it in any way affect the organization of any department or committee as now constituted."

The committee's recommendation was accepted.

Supplementing this report, Jack Evans, chairman of the committee, stated that arrangements had been made to do special educational work with a number of sales recruits and demonstrators. It had been agreed upon that the seven men who are now in training for sales work be given an hour and a half's technical education on Monday morning and that the same thing be given to the women, who are expected to take up demonstration work, on Tuesday morning. On Wednesday both groups meet together to discuss the Columbia Conserve Company and the social implications of the company's policies. It was taken by consent that the recommendation of the Education Committee with regard to the conduct of these classes be accepted.

On behalf of the Committee on Committees, Miss Franz, chairman of the committee, reported that the committee had appointed the following committees during the course of the week: (1) The Laundry Committee. Members: William H. Hines, Sr.; Walter Mullen, and Chloe Meharry. Council expressed approval of the appointment of this committee. (2) Committee charged with the responsibility of soliciting financial aid for the West Virginia miners. Members: George Gregory, Tom McCloskey, and Edna Pavey. This committee and its members were accepted by Council. The Committee on Committees also appointed Ethlyn Christensen to the position of Plant Librarian, with the understanding that she is to train Martha Stader so that the latter might take on this work and assume complete responsibility for the running of the Library if and when her health permits it. Council accepted the recommendation with regard to Ethlyn and Martha.

At the request of Council, the Committee on Committees also nominated for the position of Council Chairman the following six persons: Norman Eickhoff, Glen Lipferd, C. W. Knapp, Walter Mullen, Opal Hassenzahl, and Ardeth White. These nominations were accepted by Council, but Walter Mullen was allowed to withdraw his name from the list because he felt that if elected he would not be able to discharge the duties connected with the position. Lawrence Roberts' name was added to the list of nominees by vote of Council, and Arlie Myers' name was suggested but not accepted. Council balloted upon the six names, Eickhoff, Hassenzahl, Knapp, Lipferd, Roberts, and White. After three ballots the majority of votes were cast for C. W. Knapp, with Lawrence Roberts coming next to him. It was therefore decided that C. W. Knapp be appointed Council chairman and Lawrence Roberts vice-chairman. They are to begin their term of office as soon as arrangements can be made for it.

A letter was read from Leo J. Wolkeau of Llano Colony, in which he stated that he was being ousted from the colony for one reason or another and as a consequence asked us for a job with this company either as a salesman or as a worker in the plant. The opinion was expressed that we could not offer Mr. Wolkeau a position with us at the present time, and his letter was tabled for discussion, if need be, at some future date.

A letter was read from Prof. Henri Lasserre, in which he stated that he was investing $10,000 in the preferred stock of this company. The letter accompanying the check for the money showed that Professor Lasserre is deeply interested in our own organization and in the furtherance of the ideals of Industrial Democracy generally. The attention of Council members was called to the fact that the Robert Owen Foundation is one in which individuals can purchase memberships at a cost of $3.00 per year. A very cordial invitation was extended to any members of this organization to become members of the Foundation. Anyone wishing to buy such a membership is asked to see Dorothea Nord Holt. The chairman was also asked to appoint one member of each department in the plant to solicit memberships for the Foundation among the company's employees.

At this meeting the question of whether we should release any or all of our present group of wage workers was further discussed. A small committee, composed of Arlie Myers, William H. Hines, Albert Hines, and Jack Evans, had considered this problem since the discussion in Council of the previous Friday. They canvassed the situation very carefully and were of the opinion that the best course to follow, in view of the business situation as it stands today, was to release all wage workers not actively engaged in sales, demonstration, or publicity work and to offer such wage workers a dismissal wage of two weeks' full pay. Council members who expressed an opinion upon this matter seemed reluctant to following the course suggested by the committee and the desire was expressed that we should retain our present group of wage workers on the payroll and contribute from our own salaries for their maintenance while they are with us and during which time we find it difficult to occupy their time with work that will keep them busy for the normal working days of each week.

Howard Herner was called upon to report on the general situation as he saw it. He stated that our sales for the current year have been about 30 per cent. below those of last year. Our inventory at this time is $110,000 greater than at this time last year. Our general expenses are considerably higher, but Howard could not give accurate figures with regard to this item at this time. Our net profit is at least $40,000 less than at this time last year. The expectations we had held of increased sales have not been materializing. Our stocks of finished goods have been accumulating and are now larger than at any time in the course of many years. The purchase of future goods by the jobbers is very much lower in 1931 than it was in 1930, and as a consequence we are endeavoring to cancel 25 per cent. of our tomato acreage.

Several people expressed the opinion that they were very doubtful that we would need the services of our wage workers, even when we get into our busy season, and that we might as well face the necessity, painful though it may be, of having to take our temporary workers off the payroll. There was some discussion of the possibility of the wage workers and others taking a vacation at their own expense in order to lighten our payroll, but no concrete suggestion was made with regard to this matter. Because of the lack of unanimity of opinion concerning this problem the chairman decided that Council should postpone decision upon it until next Monday morning or, at the latest, next Friday evening. The chairman's recommendation in this matter was accepted without comment.

The question that has been on our agenda for several months was brought to Council's attention by the chairman. It was one dealing with the practice followed at one time of allowing employees to purchase goods through the company, giving such employees thirty days' credit and whatever discount the company received from various selling organizations. The practice had been followed for many years but had been stopped because of advantage being taken of it by certain employees in more than one way. The chief complaint made against the system was that employees did not meet their obligations to the company as promptly as they should. Howard Herner called attention to the fact that the transaction referred to did involve the expenditure of a good deal of time and energy on the part of the Bookkeeping Department, and he thought that such a service being rendered to the employees should be ac-

companied by a small charge being made for all accommodations. George Alexander thought the system should be reinstated, but that debts which the employees owed the company should be taken out of the employee's check. One or two people commented about the abuse of the system because of the way in which many of our employees made small purchases—as low as 50 cents—through the company and the saving in money made upon such a purchase was offset by the trouble which making it involved for the Purchase and Bookkeeping Departments. No representative of the Purchasing Department was present at Council, and it was suggested that we postpone decision upon this matter until such a representative could be consulted about it. Miss Franz made the suggestion that we reinstate the practice of buying through the company, but that the minimum purchase made in this way be for $5.00, and the suggestion was supported by one other member of Council, who asked that the system be operated on a strictly cash basis, which would mean that the employee would pay cash whenever the bill is tendered to him. It was further suggested that the right be extended to the Bookkeeping Department to withhold cash from any worker's check when such worker has been notified of any debt which he owes the company and fails to pay same. One other trouble which had appeared during the time that the practice was in vogue was the one of goods being delivered to workers and later proving to be unsatisfactory in character. In connection with this a member of Council stated he thought that if the company returned to the practice of permitting employees to buy through the Purchasing Department only goods that were faulty or inferior in character should be returned to the house from which they were purchased. Kenneth Smith said he was opposed to the whole scheme because he thought it was only a nuisance and that what was gained at one end was more than lost at the other end. It was decided to table this matter until Monday when a representative of the Purchasing Department would be present at the meeting.

Meeting adjourned at 9:25 P. M.

C. C. Meeting, May 11

Chairman, Kenneth Lucas.

Minutes of May 4th were read and approved.

The chairman opened the meeting with a statement that the Agenda Committee had agreed to permitting a local member of the Communist Party, Mr. Zimmerman, make an appeal to Council for financial assistance in behalf of the International Labor Defense Association. Mr. Zimmerman explained that at the time of the recent "Hunger March" in the city of Indianapolis (May 4, 1931) the police had made thirty-two arrests, charging the arrested persons with various offenses, such as inciting to riot, although the men arrested were only guilty of asserting their constitutional right to free speech and free assemblage. The courts, he stated, had acquitted six of the persons arrested, but twenty-six of the cases were being appealed to higher courts, and the arrested men in these cases were now out on bond. He stated that there was immediate need of financial assistance in order to carry these appeals through to the highest court if necessary, and that he felt workers everywhere should be interested in the protection of their civil liberties. After Mr. Zimmerman had spoken the chairman asked for volunteers who would be willing to solicit subscriptions for the association, and two members of Council expressed their willingness to undertake this work.

The next matter on the agenda was the reading of Powers Hapgood's letter to Council, in which he criticized the attitude of several members of Council because of their statements with regard to the recent appeal placed before Council by a local Communist in behalf of the State Unemployment Insurance Committee. There were several comments made upon Power's letter, some of which indicated that members of Council felt that Powers was unfair in his criticism of people who disagree with his point of view upon certain subjects upon which he held very deep convictions.

An explanation of the Contributions and Subscriptions Committee's recommendation concerning our giving aid to the Unemployment Insurance Committee Fund was given by Jack Evans. He stated that the fact that the committee was made up largely of Communists had nothing to do with the recommendation, but rather it was due to the fact that the committee felt great uncertainty as to the truthfulness of certain statements made by the committee's representatives.

Mrs. Carlisle reported that the Flower Fund had received $61.50 in the course of the last several weeks, but that only about one-third of the company's employees had made any contribution whatsoever. Those who had not contributed were urged to do so as soon as possible.

Kenneth Lucas reported upon an interview he had had recently with a representative of the Missouri Life Insurance Company, in which he and the company's representative discussed a plan for guaranteed income insurance. Kenneth expressed the opinion that the whole system suggested by the insurance company was too expensive for us to show any interest in it at the present time. He recommended to Council that the matter be dropped. Council gave its consent to following this course.

Reconsideration of the present basis on which we pay children's allowances was brought before the meeting with a statement that to some people there seemed to exist a discrepancy between our practice of paying the children's allowance to dependent children only until they reached the age of sixteen, whilst at the same time, refusing employment to such children and others until they reach the age of eighteen. The Council was pretty evenly divided when it came to the question of whether we should pay the allowance to dependent children between sixteen and eighteen. Some members felt that we should and others felt that it would be unwise to do so, mainly because they thought doing so would reduce the incentive that the children now have to work during the summer vacation. One member of Council suggested that we pay the allowance to children between sixteen and eighteen during the school year, but this suggestion was not supported. It was finally decided that this matter be taken care of through the medium of the Special Needs Committee. Any member who thinks that he should be given an additional allowance for any child between the age of sixteen and eighteen which he supports should present his case to the Special Needs Committee for investigation and recommendation to Council.

Howard Herner presented figures which had been compiled by members of his department, dealing with the proposed change in the basis upon which we now pay the 10 per cent. bonus on payroll. His report stated that upon the basis of our present salaried force the total paid is $17,472. If all salaried employees received a bonus on a basic income of $22 a week, it would amount to a total of $14,872. If the suggested plan of paying 10 per cent. on the basic rate plus differentials were followed it would amount to $19,950.60, and if the children's allowance be added to the above it would reach a total of $20,806.76.

Six proposals and the cost of adopting one or the other were discussed by Council. They were as follows:

(1) To continue as at present will cost $17,472 a year.

(2) To pay all on an equal basis, that is $22 per week, and as in the case of a few married women whose husbands are gainfully employed, $19 per week, the total cost would be $14,872.

(3) If the bonus be paid on efficiency rate plus the marriage differential, the cost would be $19,605.60.

(4) If the bonus be paid on efficiency rates plus marriage differentials and children's allowance, the cost would be $20,806.76.

(5) If the bonus be paid on a basic rate of $22 per week plus differentials, but excluding children's allowance, the cost would be $18,486.

(6) If the bonus be paid on a basic rate of $22 per week plus differentials and children's allowance, the cost would be approximately $18,525.

After these figures were given and some discussion was heard from the floor, it was decided to put three proposals before the meeting. These were: (1) That we continue paying the bonus as we now pay it; (2) That we pay all upon a basis of $22 per week; (3) That we pay a bonus on the basic rate plus differentials and children's allowance. The voting upon these three proposals was as follows:

Proposal No. 1—26 votes.
Proposal No. 2—39 votes.
Proposal No. 3— 3 votes.

Because of the close vote upon these three proposals, the chairman asked for a vote upon the question of whether we should retain the present system of paying our bonus until the contract with the stockholders is completed. All voted in favor of the continuance of the present system with the exception of one, who voted opposed and four who voted undecided. Kenneth Smith suggested that we adopt as an emergency measure the holding up of the payroll bonus for 1931 for a period of one year until we reach a point when we can show a more favorable balance sheet for the year's operations. Howard expressed himself as being opposed to accepting such a proposal at this time, and there seemed to be general opposition throughout the meeting. Because of this Kenneth withdrew his suggestion.

Meeting adjourned at 9:30 A. M.

C. C. Meeting, May 15

Chairman, Kenneth Lucas.

Minutes of the meeting of May 8th were read, corrected and approved.

The correction made in the minutes referred to above was to the effect that Mr. Henri Lasserre, of Toronto, Canada, had invested $10,000 in preferred stock with this company through the Swiss Union for Integral Co-operation. No mention of the latter organization was made in the minutes of the previous meeting.

H. E. Herner reported on behalf of the Health Committee on the condition of Fred Kleis and that of Lafe Gardner. Kleis was reported as not making very satisfactory progress and was still at the hospital. Gardner, it was stated, was in better physical condition now than he had been for many months. Because of this fact the doctor recommended that he undergo an operation at an early date with a view to effecting a permanent cure.

The Standards Committee made a short report through H. E. Shelley, in which he stated that the Standards Committee had not discussed anything of a very important character within the last two or three weeks. It had, however, made some investigation into the cause of low rates on different jobs throughout the plant, but as yet was not ready to make any recommendation to Council. The department had arrived at actual costs of production for the month of March and was now ready to have a joint meeting between its representatives and the Bookkeeping Department to see whether the figures arrived at were the ones that the Bookkeeping Department wanted. A more definite report will be given to Council on Friday, May 22nd.

The Agenda Committee reported upon a meeting held by it and stated that members of the committee felt that the new officers—C. W. Knapp, chairman; Laurence Roberts, vice-chairman—should assume office after the vacation and shutdown period, beginning with the annual meeting of 1931. Objection was raised to the committee's recommendation because it was felt that it would be unwise to ask the new officers to take charge of the annual meeting and that it would be better for them to begin the first meeting thereafter. Council gave its consent to C. W. Knapp and Laurence Roberts taking office at the first meeting after the annual meeting.

Council resumed its discussion at this meeting again of the subject of possible release of wage workers preceding the shutdown period. Arlie Myers replied to a question by stating that in his opinion it would be impossible to keep both salaried people and wage workers busy during the shutdown on work that could be considered valuable and necessary to the company. He thought that to keep wage workers during the shutdown under such circumstances would be to affect unfavorably the morale of our regular employees and that the only course to follow was to release those wage workers whose services we did not need. Billy Hines, Sr., expressed the opinion that because of a decrease in tomato acreage, it would be very difficult for us to keep our salaried workers busy after the shutdown period. The reasons for our retaining wage workers on the payroll after the busy season of last year was given as follows: That we wanted to contribute in a definite way to the relief of unemployment in the city and locality, by not throwing workers on the labor market at a time when work was so difficult to get; and, secondly, that we wanted to enlarge upon our educational program by providing opportunities for class work for a large number of people within the organization. Our first promise was to keep wage workers up until the first of March and then at that time we promised to keep them up until the shutdown. Economic conditions have now become such as to make it a necessity to release all those to whom we had not extended the guarantee of regularity of work and income, if we wanted to safeguard the business as a whole.

A motion was made that we release all wage workers on May 28th, with the exception of those actively engaged in sales, demonstration, and publicity work. This motion was seconded. Opposition to the motion was expressed from several quarters on the grounds that it would be unfair to release wage workers who had been with us for almost a year and that it would be sounder practice for us to reduce salaries in order to make it possible to pay these people and keep them on the payroll. Several people talked upon the general need for retrenchment in all directions, and other members of Council suggested withdrawing certain privileges from the salaried employees, such as dental care so as to reduce general expenses. After the discussion had been carried on for a considerable length of time, the question was called for and a ballot vote was taken. This vote showed 55 in favor of the motion, 15 opposed, and 3 not voting. Those members who had voted against the motion were asked to express their opinions and most of them did. In doing so they stated that they were placing themselves in the position of the wage workers who were to be released and felt that they couldn't conscientiously vote for the motion because they would dislike it very much if they themselves were involved. While the vote was being taken the chairman declared a recess of five minutes in which to count the ballots. When the meeting reassembled, George Gregory informed Council that he was opposed to the motion and that he had voted twice in opposition to it. This violation of democratic practice was referred to as being a real danger to a free institution like our own and created doubt in the minds of some people that others had used the same tactics as George had on this occasion. Because of this, the chairman called for a standing vote for and against the motion with the following result: For the motion, 47; against, 8; not voting, 3.

It should be noted that several people left the room during the five minutes' recess when the ballots were being counted, and because of this fact the chairman called for a recount of people present and asked Council whether it would be willing to have the new count be regarded as the official one for that evening, upon which attendance and vacations would be counted. Council gave its consent.

In connection with the release of the wage workers, a motion was made that we pay each wage worker two weeks' pay as a dismissal wage. This was carried unanimously, but four members of Council did not vote.

The Indianapolis Motor Speedway asked the Columbia Conserve Company through a letter to contribute $100 as a lap prize at its forthcoming annual race, May 30, 1931. It was unanimously decided not to make the contribution.

The chairman introduced to Council one of our visitors, Mr. Clair Macklem, one of our Red and White jobbers, located in Seattle, Washington. Mr. Macklem gave a short talk on his impressions of the Columbia Conserve Company and congratulated the group upon the way in which it had handled a very difficult matter that evening. He stated that he thought the Council was animated by a desire to do the greatest good for the greatest number, and that it had shown good business judgment in the way in which it had dealt with the difficult problem of releasing wage workers. He expressed the opinion that the depression would continue for a very long time and that it would get even worse than it is at the present time. In his own organization they were having to face the necessity of cutting down expenses, but he assured Council that cuts in salaries, if made at all, would be made from the top down, beginning with those who had the largest income and leaving untouched those at the bottom. He also expressed the opinion that married women whose husbands were gainfully employed should be the first to be released from industry and that his organization would follow that course when the need for cutting expenses became imperative. He paid a great tribute to Mr. W. P. Hapgood both as a man and as a business leader. He commented upon his ability as a salesman and the importance of sales to our own or any other business enterprise. He concluded his address by telling us that he hoped we all appreciated the invaluable services that Mr. Hapgood renders to our organization and the need that the Columbia be a business success first of all in order to be successful in doing the many other things which it seeks to do.

Meeting adjourned at 9:20 P. M.

Special C. C. Meeting, May 18

Chairman, Homer Shelley.

The meeting was called to order by the chairman, and the minutes of the meeting held on Monday, May 11, were read, corrected and approved.

The corrections noted were: (1) Kenneth Smith had suggested that we pay no pay roll bonus at all for the fiscal year 1930-1931, and that the money be kept for company use, instead of suggesting withholding payment of said bonus until a later date as reported. (2) That the number of arrests in connection with the hunger march had been six instead of thirty-two as reported. It was stated that Mr. Zimmerman had mentioned that thirty-two arrests had been the total to date in this locality.

The first order of business was the matter of the proposed research work in connection with industrial experimenters. Several letters had been received about this matter in the past week. Two of these were from Mr. C. O. Hardy, of Brookings Institute, proposing methods of doing this work through a scholarship from the institute. Negotiations with the institute had been reopened by Mr. Wm. P. Hapgood recently when it was learned that a scholarship would facilitate the working arrangement as far as Mrs. Miskolczy was concerned. However, on the heels of a letter from Brookings suggesting a plan of procedure which made possible the scholarship arrangement, Mrs. Miskolczy had written, withdrawing from the agreement to do the work. She gave as her reasons the belief that she could not do full justice to the job and preferred to withdraw so that someone else better qualified than she might be appointed to do the work.

Mr. Wm. P. Hapgood gave it as his opinion following the reading of this correspondence that it would be wiser on our part to drop all negotiations for a scholarship at this time. He now believes that a preliminary investigation of possible contacts with plants where industrial democracy may have some beginning so far as management was concerned, could be done by our various speakers while they are in the field if they were on the alert and tried to gather as much information as possible while on the road. This also would apply to our salesmen. Perhaps later the leads thus found could be investigated more carefully by some research worker who could be chosen at that time. He suggested that we could carry on this preliminary kind of activity until some time next fall and that at that time more would be known about the outlook for the Industrial Experimenters Associated.

After a brief discussion it was agreed to adopt Mr. Hapgood's suggestion and to use our own internal resources to whatever advantage we could in finding out all the information possible between now and fall, at which time the whole matter might be rediscussed.

The next item on the program was a report from Powers Hapgood about a colony in Iowa which he had visited during his recent trip to that state, where he carried on a speaking campaign. This colony is known as the Amana Society and has been in existence in this country for the past eighty years. Founded in this country on religious grounds in 1842, and having been driven from Germany because of religious persecution, this group first settled in New York State and later moved to Iowa to the present site which is about 100 miles east of Des Moines. The colonists are of German stock and there is a limited membership to persons belonging to the religious sect upon which the colony was founded. They have many features which in social principle are similar to our own. Payment within the colony is based according to need. There is communal ownership of all the property.

A few brief facts will be included with this Council report, but it is the intention to have a fuller story about the colony written by Powers Hapgood, which will later be published in THE CAULDRON. For that reason we will not attempt to present all the features of the colony life which were explained by Powers and by Mr. W. P. Hapgood.

There are about 25,000 acres of land owned by the colony and there are seven small villages ranging in number of inhabitants from 300 down to about 100 in size. Taxes per year for this land total about $31,000. Agriculture is the chief pursuit of the people. Each village manages its own farm, has a bakery, retail stores, sausage and ham factories, and other industrial pursuits. There are two woolen mills and the woolen blankets and cloth for suits which are manufactured in these mills are famous for the high quality of workmanship and material. There are about seventy people employed in these mills. The present colony membership totals about 1,370, of which about 975 are adults or full members. The standard of living is quite high and everything about the villages seems to be in a very tidy and cleanly condition.

While the ownership of the property is in the hands of all of the colonists, the management is not collective. The chief difficulty at present seems to be that the younger people are leaving, and the reason given for their desire to leave by those remaining is that they want more individual possessions. This may be the cause, but it was suggested by Powers that perhaps one of the reasons for the migration from the colony of these younger folks was that there was not enough democracy in the management of colony affairs.

Mr. William Hapgood reported a little bit more fully about his experiences as a guest in the colony for two days. He stated that the meals that he enjoyed while there were very delicious and some of the best food that he had eaten in quite a long time. He had taken one meal at a hotel and two at what are known there as community kitchens. He stressed the high quality of workmanship in the woolen mills, and the good salesmanship on the part of the man who is in charge of these mills. Last year $300,000 worth of material had been sold from these mills, but at that time they were not running full time. Now these plants are running full time and the goods are being sold at a higher rate than others are able to command simply because of the salesmanship ability of the man responsible for sales and the high quality of the products he is putting on the market. The packing industry is quite a large item in the colony. Very fine hams and sausages are put out by the colonists. There are expert cabinet makers in the carpenter shops doing very fine workmanship there. The woolen mills are furnished power from a canal built a long time ago, which furnishes water power and manufactures electricity.

There are possibilities of later contacts with this group and our own. Some of the needs and the wants of the colonists themselves seem to be better schooling, through high school, etc. The need of sewerage improvements is also important. The need for a more modern attitude toward sex equality seems to be apparent. There was no special interrelation between the seven villages and no newspaper or magazine published so far as Powers or Mr. Hapgood were able to report. No persons have been accepted from the outside except on rare occasions and then they must be members of the religious sect and preferably German. Wage workers are hired for peak loads when such are needed in the various industries, but these wage earners have no connection as colony members.

The report of these visits by Powers and his father were very interesting and it may be possible to form closer relationships between that group and our own.

The next item on the agenda was a discussion of the figures on the blackboard which had been prepared by the Accounting Department, covering the period for the ten months of the present fiscal year. Howard Herner explained these figures in detail and some questions were asked about several of the items mentioned. There was a general discussion about the prospects of business and the reasons for certain returns noted. Further discussion on these will be entertained at a later meeting after the Council members have had an opportunity to study the figures and analyze the returns. Mr. Hapgood explained our relations with selling organizations such as Red & White, Plee-Zing, and other voluntary chain groups.

Meeting stood adjourned at 9:30 A. M.

Regular C. C. Meeting, May 22

Chairman, Jack Evans.

Minutes of the meeting of May 15 were read and approved.

Because of the fact that our next regular Friday night meeting would fall on May 29, the day before Decoration Day, it was agreed upon to hold it on Thursday evening, May 28. An additional reason for holding it on the 28th is the fact that a very interesting film known as "The Old and the New," dealing with the Russian Soviet experiment, is being shown at the Caleb Mills Hall, Indianapolis, Friday, May 29, at 7:00 o'clock.

Council decided by unanimous vote to set the time of our annual meeting as July 17, 1931, and to hold the annual picnic the following day, July 18, at Northern Beach, Ind. The time at which we meet for the annual meeting was decided upon as being 7:00 o'clock in the evening. This decision was reached because it was felt that the salesmen would need the whole of the day before the annual meeting and the day of the meeting to discuss sales problems. It was decided also to dispense with the services of a stenographer for the purpose of making a verbatim report of the meeting. With regard to the picnic, it was moved and seconded that the group finance the picnic without seeking the assistance of the company in any way except insofar as the use of the company truck is concerned. It was decided also that the details of arranging the picnic be left in the hands of the Entertainment Committee.

The question of whether we should continue our Council meetings during the six weeks' shutdown period, June 1 to July 13, was disposed of by a decision to hold Monday morning Council meetings during this period, but to discontinue the Friday evening meetings. The holding of Monday morning Council meetings, however, will be contingent upon the needs of the Production Department, and it is possible that we shall have to discontinue them before the close of the shutdown period.

The Speakers' Committee reported upon the holding of a Consumers' Co-operative Conference under the auspices of the Central States Co-operative League at Bloomington, Ill., May 30-31. The committee recommended that we send two regular delegates to the convention, but that we extend the privilege to others within the group who wanted to be present at the conference, of going there at the company's expense, we paying the usual mileage for the use of automobiles. Jack Evans, Powers Hapgood and Dorothy Nord Holt were appointed as official delegates to the conference, but it was suggested that a salesman from the group now working at Cleveland be asked to go, and that if possible that should be Cornell Hewson. The recommendation of the Speakers' Committee was accepted by unanimous vote.

Two letters to Council from Professor Henri Lasserre were read in which he asked Council to extend the privilege to the Canadian students of coming to our plant on or as soon after June 1 as possible, so that they might learn as much as they could of our various technical and other processes. Professor Lasserre

was especially anxious to have Mr. John Harris and Miss Gertrude Ross, both of Toronto, Canada, given this privilege. After considerable discussion it was decided to offer Mr. Harris and Miss Ross, and the four other students to whom we had extended an invitation to come to us, the privilege of coming here on or as soon after June 1 as they desired, but that we offer them no financial reward for the time they are with us before the end of the shutdown period, July 13, unless we call them into active production in the meantime. This was carried with one vote in opposition. It is understood that the six persons coming to us from Canada will be chosen by the members of the Robert Owen Foundation, and it is understood that they come to us fitted to perform the general work which falls to the lot of the average worker in the Columbia Conserve Company during the busy season.

Howard Herner reported upon the bank situation. He stated that our arrangements with the Fletcher American National Bank here were that we clear up our indebtedness to it once a year, but that certain complications had arisen this year because of the present business situation which had made it impossible for us to do this up to the present time. The bank had sent special investigators to the office last week to investigate our books with the result that the bank now asks us to place our entire inventory as collateral in its hands. The Bookkeeping Department was of the opinion, as was Mr. Hapgood, that such a request on the part of the bank was unreasonable, with the result that the bank had been asked to grant a period of fifteen days to us in order that we might make other arrangements so that we can meet our obligations to the local bank. Mr. Hapgood explained to Council that it was his opinion that we had been unwise in arranging with the bank for the repayment of our loans within a twelve-month period. He thought that the nature of our product and particularly of the way in which we conduct business made it very difficult for us to operate as does the average canning plant within the period of as short a cycle as twelve months. We had found it necessary to carry a surplus in our inventory largely to protect us against the uncertainties associated with variations in crop yields. Our experience in 1927 suggested that it would be extremely unwise for us to sell any large part of our inventory below cost, and that was an additional reason for our not acquiescing to the demands of the banks. Mr. Hapgood stated that incidentally the banks had suggested that we make a reduction in our pay roll, and Council was asked how it viewed the possibility of a cut in incomes in response to the bank's request. The attitude of the banks toward us is characteristic of the attitude of business men in general, i. e., they seek their own safety without any due regard of the welfare of the community in which they operate. Because of their fear for their own safety they want to ask everyone else to follow the routine procedure without taking into account what following such a course means to their clients. Mr. Hapgood mentioned the fact that other contacts with banking institutions were being sought and the credit manager of the Continental Can Company suggested that we might find it possible to negotiate a considerable loan with one of the Chicago banks. Mr. Hapgood also stated that he was going to interview three banks in New York and one in Philadelphia on a trip he is making in the East within the next two or three days.

H. E. Herner reported to Council that it would be much easier for the financial department to operate in the few weeks immediately ahead of us if we discontinued our practice of paying salaries for vacation in one check at the beginning of the vacation period. Because he thought this, he suggested that Council consider the advisability of our continuing our weekly payments of salaries through the vacation. It was moved and seconded that Howard's suggestion be accepted and that all workers be paid by the week during the vacation period of 1931. This was carried unanimously.

Frieda Marschke asked that if persons wished to have their checks mailed to them during the time they were away from the city, they should give her their new addresses in full.

After some discussion of the possible need in the future of making pay roll adjustments, the chairman introduced to Council Dr. E. A. Brown, of Cleveland, Ohio. Dr. Brown expressed his great pleasure of being given the opportunity of attending a Council meeting and mentioned the very favorable impressions which he had gained during the course of his day's visit in the plant. He stated that the Columbia Conserve Company has been directly responsible for his having exerted his influence in order to get ministers in his denomination to adjust their salaries so that they might correspond to the need of such people. Some little change in the direction referred to had been made up to this time, but not as much as he would like to see made.

He stated further that he thought the idea of industrial democracy was so much in accord with the principles of Christianity itself that the churches should willingly lend themselves for the purposes of propagating the idea of democracy in industry. He himself has been doing this for a considerable length of time and he has emphasized the need for great social and economic changes, particularly in view of the very serious situation which confronts us at the present time. Council, through the chairman, expressed its pleasure at having Dr. Brown with us and urged him to come back again.

Meeting adjourned at 9:30 P. M.

C. C. Meeting, Monday, May 25

Chairman, Kenneth Lucas.

The minutes of the previous meeting were not read because no time had been given in which to prepare them.

A telegram from Wm. P. Hapgood, sent the company from Buffalo, New York, stated that the Red & White organization had granted permission to us to place the name of the Columbia Conserve Company on all cans shipped to that organization.

Four requests for donations from various organizations were handed over to the Contributions and Subscriptions Committee so that that body might investigate each request and report to Council and recommend what course of action should be followed.

Tom McCloskey reported on behalf of the committee taking care of the subscriptions to the West Virginia miners, and stated that a total of $55.00 had been paid into the fund and a like amount pledged by various members of the organization.

H. E. Herner reported upon a case which was pending in the courts of Illinois in which one of our wholesale grocers, Scudders, Gale, was defendant, and in which we had become involved because of the fact that we supply chili con carne and soups to this wholesale house. A customer of one of the retailers doing business with Scudders, Gale, charged that she had been poisoned by eating a can of chili con carne made by us in which it was stated the remains of a mouse had been found. She brought suit against the wholesale house, which would be heard at St. Louis within the next six months. Letters from our attorneys dealing with this matter were read to Council, and members of Council expressed the opinion that we should be represented at the trial. The next question was "Who should we send to the trial as witnesses?" The names of Albert Hines and Leo Zike were submitted to Council with a statement that these two men would be best fitted for the job because of their knowledge of the processes through which our products go in being manufactured. Another suggestion was that we should send one of the women who work on the garnish line and still another suggestion was that someone from the capping room be sent. After some little discussion, it was moved and seconded that we send Albert Hines and Leo Zike to represent us at the trial. This was carried unanimously.

The Standards Committee made its report through Homer Shelley, the chairman of the committee. Homer reported that the operation of boning chickens had been closely studied by the Standards Department during the last week or ten days. There had been a change in the length of time for cooking chickens and some persons were of the opinion that a lower standard should be set on the operation as a result of this change. This, of course, would increase the cost. The chief thing, however, the study revealed, was the very wide spread in the ratings of both men and women working on this job. It was also noted that the study revealed that boning chicken costs 1½ cents per pound more when only group rates are taken, which means that the men and women working on this operation are more effective when they work under individual studies. The figures of the studies referred to by Homer were placed upon the blackboard so that Council members might analyze them and seek an explanation for the differences in the rating of various people. Albert Hines stated that he felt a very great need for reducing the cost of making chicken soup and especially to have some definite idea of what the operation of boning chicken would ultimately cost the company. He reminded Council that we had cut the price on chicken soup recently and were supplying the trade with a better container. This lower price on chicken soup and the greater cost of the enameled can he thought should be offset by a reduction in the cost of production.

Some of the women engaged upon this operation of boning chickens explained that there was a great deal of difference in the raw material which they handled and that it was very much more difficult to bone chickens that were tough than those that were tender. Ethlyn Christensen said that the chief explanation for the low rating made by herself and others was that she and they lacked

manual dexterity and that, in part, this was due to the lack of instruction. Others who made a low rating explained that some of those who made a high rating are apt to allow the quality of the work to suffer as a result of speedy performance.

It was stated that veins and small bones sometimes got into the chicken soup because of lack of proper care in the boning of chicken. Red Knapp said that he thought that time study was not enough and that more attention should be paid to motion study and to the giving of proper instruction to all operators. The question of whether quality suffered as a consequence of making high ratings was the subject of a good deal of discussion. Powers Hapgood and others suggested that tests should be made to ascertain whether that is so. It was finally decided to turn the matter back to the Standards Committee so that they might follow through on one or two suggestions made in this meeting.

The question of whether Robert Trueblood should be made a permanent assistant leader in the Reserve Department was brought before Council by the chairman who stated that it was a question that had awaited Council's attention for a long time. Members of the Reserve Department were asked their opinions about Bob as a leader and most of them expressed themselves as believing that he was a very capable man. One or two members outside the department expressed agreement with what had been said about Bob, but added that they thought he was a little too easy with his men and that he needs a little more coaching in handling people. Bob was asked to note the criticisms made of him and it was decided by unanimous vote that he be made the permanent assistant leader of the Reserve Department.

The question of whether Dorothy Herzog was qualified to take over leadership in the Printing Room was again discussed in this meeting. Miss Franz was not present at the time of the discussion and her opinion was conveyed to Council through another person. Miss Franz had stated that she thought Dorothy was quite capable of being an assistant in the Printing Room, taking the place of Genevieve Hendricks. There was some discussion as to what being an assistant in this department implied with regard to the authority vested in Dorothy or another in her position. No decision was reached about making her appointment a permanent one, and Council decided to wait again until Miss Franz was present to express her own point of view about it.

A complaint was made to Council concerning the action of many men within the plant who were in the habit of going to the wash room before the first whistle blew at noon, thus taking advantage of the situation so that they might be in the dining room ahead of others. It was stated that this was not the proper procedure and that such men be warned about the matter and that members of the office force be also reminded of the fact that they had been warned previously not to rush into the dining room before the noon whistle was blown.

Howard Herner reported to Council upon the decision of our previous Council meeting with regard to paying salaries during the vacation time.

Meeting adjourned at 9:30 A. M.

Regular C. C. Meeting, Thursday, May 28

Chairman, Kenneth Lucas.

Attendance, 35 men and 20 women; visitors, 3.

The minutes for the meeting held on May 22nd were read, and an addition was suggested and then the minutes were approved.

The addition suggested was a reference about our bank statement, made to Mr. Howard Herner last week. A representative of one of the companies with which we do business made this statement, "He had looked over the financial statements of more than twelve hundred canning plants in recent months, and that ours was the best in the whole lot."

Next, the minutes for the meeting of May 25th were read, and an additional statement suggested for these minutes was made. The addition was to the effect that the attorneys employed to investigate the case of "the mouse in the can of chili" against Scudders Gale Groc. Co., of St. Louis, had reported in their correspondence that their findings indicated fairly clearly that it was a case of blackmail.

The first item of business presented by the chairman was with reference to making special cases of some few who wanted vacation pay checks in advance. It had developed since the last Council meeting that certain individuals could not complete plans they had made for vacation trips unless they received some of their vacation money in advance. Two cases were cited to illustrate the point, Mrs. Suzella Faulk and Mrs. Ruby Hawkins. These two women had planned trips to visit their mothers who resided at some distance from Indianapolis, and

both of them would need advance money if these trips were realized. Each of them would profit by the experience of the visit they intended taking, according to reference made to information given by our doctor. Certain other individuals in the group had asked for the same consideration, though not for exactly the same reason. There followed a long general discussion about the possibility of a great many other people wanting the same concession if any one in the group received special consideration. Various means to advance the money were proposed, and some concrete suggestions were made as to ways in which the money could be obtained, without having advance vacation checks. Each of the two mentioned were to be given three extra weeks' vacation time in conjunction with their regular vacation, because the doctor recommended an additional allowance of time for the purpose of rest. It was suggested that these women might postpone their visit until the last three weeks of the vacation shutdown period, using the first three weeks as a time in which to save up enough money to pay traveling expenses. Some of the other suggestions advanced were that enough money should be given the individuals who really needed it to get away on vacations to cover the railroad fare to the place of destination, and that subsequent checks could be mailed to the individuals there. Another suggestion was that we turn the cases requiring special consideration over to the Needs Committee with the authority to that committee to grant what they think advisable, keeping to the barest possible minimum so far as advances were concerned. This suggestion was made a motion which was properly seconded. After some discussion the motion was put to a vote, but was lost with only nine in favor. Another suggestion was that we make advances in the case of vacations only in the cases where our doctor recommends that the individual needs to go away from town, and then if the individual needs money for transportation only that much money be advanced to take him to his destination. This suggestion was made a motion, and after discussion was put to a vote, but was lost by a heavy majority. It was then suggested that the Credit Union might be used to supply advances, provided enough cash could be raised among the employees to loan to the individuals wanting the advances made. It was taken as a consent of the meeting that this latter plan be followed and that those wishing to have advanced money for transportation purposes in order to complete vacation plans, providing the trip contemplated were really needed, were to see the Credit Union officers the first thing on Friday morning, May 29th.

The next subject on the agenda was the matter of payment of dismissal wage for Antioch students. It was explained that there was some confusion in the thinking of Council about this problem, and that if our usual practice was followed the Antioch students would be recipient of one-half the same privileges as the other wage workers who were being dismissed. This meant that Antioch students would receive one week's pay as a dismissal wage rather than the two weeks' pay which is being granted to all the other wage workers who are to be released from our payroll as of May 28th. It was moved and seconded that we pay one week in advance to the four Antioch students who were on our payroll as of May 28th. This would exclude Dorothy Clapp from that payment, inasmuch as she was withdrawing from connection with the company voluntarily as of May 23rd. After some little discussion the motion was taken to a vote and the results were 15 in favor and 18 opposed, which was a fairly evenly divided vote. More discussion was entered into following the taking of this vote, and the question was asked as to why the two students who were supposed to return to work on May 25th did not show up for duty on that day. It was the opinion of some that inasmuch as they had not reported back to the plant they could not be considered as on our payroll under the dismissal date of May 28th. It was explained by one member that the situation seems to be that the authorities at Antioch had been advised that it would be inadvisable for these students to return, and that the reason they had not returned was because that they had been instructed not to do so. The question was then asked as to whom the responsibility for this rested upon, inasmuch as no one in our group had been authorized to take up any such matter with Antioch authorities. Criticism was advanced of the method used by Jack Evans if he had assumed the authority to tell students at Antioch anything like that without instruction from Council. It was explained that some preliminary discussion about this matter had been entered into even before the final discussion about wage workers had taken place in our Council meeting here, and that this certainly was not in line with what we expected to be done. Since the whole issue was somewhat confused and inasmuch as Jack Evans was not present

in the meeting, it was decided to defer further discussion on the motion and to table the matter until Monday, June 1st.

The next item on the agenda was a discussion regarding leadership of the Printing Room. This discussion had been carried on partially on Monday, May 25th, but, due to the absence of Miss Franz at that meeting, it was decided to table it for further discussion until this meeting. Miss Franz explained her plans for leadership in the Printing Room and suggested to Council that Dorothy Herzog be placed in charge of the Printing Room as an assistant there. The question was asked as to what this assistantship meant, and Miss Franz explained that it meant all things except the buying of labels, i. e., the supervision of the girls in the Printing Room, the checking in of labels, and the inventory of stock, the checking through of labels required on orders and returning to Miss Franz the various counts needed about label stock. This also meant the handling of the approvals on labels with the government. It was Miss Franz's idea that Beulah Moffett might be trained to take care of the buying of labels.

It was moved and seconded that the recommendation of Miss Franz be accepted so far as Dorothy Herzog being leader in the Printing Room in charge of the department as described above was concerned. Taken to a vote, this motion was carried with one opposed. The proposition of Beulah Moffett taking care of the buying of labels was discussed somewhat further. The reason for the deferred decision to place Dorothy Herzog as leader in the Printing Room last December was summarized for Council. Dorothy had been placed in the Printing Department as leader on a temporary basis at that time, so that the whole problem of the Printing Room setup could be gone into further at a later date. It had been suggested by several that perhaps the buying of labels very properly belonged under the Purchase Department. This proposition might well be considered at this time, and someone in the Purchasing Department be put in training to learn the problem connected with the buying of labels. After some little discussion it was decided to return this problem to the Personnel Committee to be discussed by that group and a later recommendation brought back to Council concerning it.

The next item on the agenda was the matter of the deed granted us for property we own at Llano Colony. The deed sent us did not give us property on the main highway as we had requested, but rather on a side road some little distance from the main highway. The question was asked whether or not we wished to accept the location granted us. It was agreed by consent to accept the deed without further reference of the matter to the colony.

The next item on the agenda was a report from the West Virginia Miners' Relief Committee. The committee reported that the fund in hand at this time totaled $89.75, with some few promises still out. It was proposed that this fund be closed early next week and that the goods be sent forward through the Miners' Relief Committee in West Virginia at the earliest opportunity. When the company's contribution of dollar for dollar to the fund raised is added to it, it will make possible about 60 to 65 cases of goods for shipment to the West Virginia miners. A later report will be made as to the final amount subscribed and the total of goods sent.

The next matter for discussion was the question of a reception committee to take care of visitors to our Council meetings. It was explained that we have quite a number of visitors these days, and it was necessary for some certain group to be charged with the responsibility for seeing that these visitors were cared for properly. After some little discussion of the problem it was decided to turn this matter over to the Committee on Committes, which group would appoint a small committee to handle the problem of caring for visitors. It was explained that this meant only those visitors who came for evening meetings and did not include those who were here during the daytime, since the latter were cared for adequately without the necessity of having to refer them to a reception committee.

The chairman next introduced our old friend, Mr. E. Milton Jones, who had come down for a brief visit from Milwaukee, Wisconsin. Mr. Jones expressed his pleasure at being with us once again and said that he did not care to take much of Council's time with remarks of his own at this time. He stated that he had been watching our affairs at long range fairly closely, and that he was much interested in the progress that we were making.

The next item on the agenda was the question, "Who determines the length of the working day and the working week?" It was explained that the system used last year during busy season was that the Superintendent of Production, in consultation with the people who knew most about production conditions, had issued

the orders to have the change from the 5:30 o'clock closing time to the 6:00 one, and when Saturday work was the order of the day, and when overtime was necessary, the same system was followed when hours were reduced after the busy season. This method of deciding the length of working time has been followed very successfully during the past several years. After some little general discussion it was decided to continue this practice. Unanimous consent was given to its continuance. It was to be understood that this system was to apply only to that period known as the tomato season.

The next question raised was that of the possibility of going on an eight-hour day during the vacation shutdown period which we are just starting, which will last until July 14th. A canvass of the present situation was gone into quite thoroughly, and it was decided that it would not be possible to start an eight-hour day at this time. The reasons why this cannot be done now were several. First, we have to concentrate the repair work into a shorter period than had been anticipated because we would need to get into active production again by June 29th, if that is at all possible. Secondly, a group of our people are to be given additional vacation time as a rest, to be taken in connection with their regular vacations, and this time had not been figured in the regular vacationing schedule. It would mean, therefore, that some people who were expected to be back in three weeks' time would not return until six weeks had elapsed. This would indicate that we would have to work the full nine-hour day and the forty-five-hour week, and perhaps even some Saturday work might be needed in the Maintenance Department, in order to finish up the work on schedule time, so that production could be started by the end of June. It was taken by unanimous consent that there be no change in our regular working time and that we continue the nine-hour day, forty-five-hour week, with the Council meeting on Monday morning from 7:30 to 9:30 so long as our schedule would permit it.

It was again announced that the Russian film, entitled "Old and New," was to be shown at Caleb Mills Hall on Friday evening, May 29th, admission 50 cents, under the auspices of the Art Guild.

Meeting stood adjourned at 9:30 P. M.

Special C. C. Meeting, May 29

Chairman, Kenneth Lucas.

A night letter sent to the company by Mr. Hapgood was read to Council by Howard Herner. The letter suggested that we as members of the Columbia Conserve Company discuss the advisability of accepting a temporary deferred payment in salaries to the extent of 50 per cent. if our financial situation and our relations with the bank demanded it. He suggested also that temporary deferred payments, if made, should be repaid when our financial situation would permit of it, and that any worker unable to sustain such deferred payment in income be asked to place his case before the Special Needs Committee for action by Council. Such allowances as the Council might grant to individuals should, it was understood, be deducted from final settlement. Howard followed the reading of the night letter with an explanation of our financial position, and again told us of the attitude taken by the Fletcher American National Bank towards the problem of our debt to them. There was some discussion concerning the amount of deferred payment suggested, and there was some objection voiced to making it a definite 50 per cent. reduction. Some of those who objected to the making of the figure of 50 per cent. stated that they thought it would be wiser that we make temporary deferred payments in our incomes *up to 50 per cent.*, and that the Financial Department use its discretion as to how far it would recommend Council should go in bringing about a reduction. A motion was placed before the house in the following terms: "That we go on record, that in the event we consider it wise for purposes of financing the business, to make temporary deferred payments in payroll; we withhold present salary incomes up to 50 per cent., the same to be repaid at such a time as the business and financial situation permits of it. If any member of the organization finds it too difficult for him to live on his reduced income, it is suggested that he apply to the Special Needs Committee for consideration, with a view to having his income augmented. If the Needs Committee and Council agree to paying a special needs allowance over and above the one-half income to any person, such an allowance is to be deducted from the total sum he or she receives when final settlement of deferred payments is made."

This motion was seconded and the chairman called for discussion. The opinion was expressed by one or two members of Council that before present incomes be decreased 50 per cent., the existing allowances for special needs be reduced. Other members of Council suggested that in order to effect economies we dispense with the present health program, wholly

or in part. A few members expressed approval of this suggestion. At the close of this discussion the question was called for, and all voted in favor of the motion with the exception of one. This person registered his vote as being undecided. A member of Council again brought up the question of how we should treat existing special needs allowances. At this point a member again stated that he thought the present special needs allowances should be cut before any decision was reached to cut other incomes. Several members of Council spoke against this proposal, and finally Council gave its consent that such allowances remain as they are for the time being, subject, of course, to the deferred payments already agreed to.

It was suggested that the Special Needs Committee review the standing of those persons now in receipt of special needs as soon as possible after the shutdown period. Council gave its consent to this suggestion. Homer Shelley expressed the opinion that we could reduce our expenses on medical work very considerably if we exercised greater care as individuals in the use we made of the services of doctors and dentists.

"Red" Knapp suggested that the Health Committee should ask our medical officers to postpone the performance of both minor and major operations that involved the expenditure of a good deal of money, until such time as we are financially better off than at the present, providing such postponement would not jeopardize anyone's health.

Two questions were asked at this juncture: First, "Will our pensioners be affected by the proposed temporary deferred payment in incomes?" Secondly, "Will it affect wage workers now in our employ?" There was some division of opinion as to whether the answer to these two questions should be in the affirmative, but insofar as every one was attempting to attain the goal of having each one contribute in like degree to making it possible for us to handle our present difficulties, it was decided that all those persons on our payroll, including wage workers and pensioners, be treated in the same manner. During the discussion of the above problem, one or two Council members expressed the opinion that the Special Needs Committee should bear the fact in mind, when considering applications for special assistance during this temporary period, that those persons in our employ earning lower incomes are likely to need somewhat more consideration than those earning higher incomes. No instruction was given the committee with regard to this matter, but the sentiment expressed met with general approval.

Meeting adjourned at 2:00 P. M.

Special C. C. Meeting, Monday, June 1

Chairman, Kenneth Lucas.
Attendance, 39 men, 25 women.

The minutes of the special meeting of Friday, May 29th, noon, were read, corrected and approved.

The correction noted was the change from the use of the term "reduction in incomes" to that of "deferred payment." The first matter on the agenda for discussion was the tabled motion regarding payment of dismissal wage to the Antioch students.

After a summary of the discussion at the last meeting on Thursday, May 28th, it was moved and seconded that we pay the four Antioch students who were on the payroll as of May 28th, and released on that date from our employ, one week in advance as a dismissal wage. After some discussion this motion was taken to a vote and there were four opposed, five not voting, and the balance in favor. This gave a heavy majority in favor of the motion, and it was declared carried. During the discussion which preceded voting on the motion, it was explained that the reason why the two students had not returned to work on May 25th was, as explained in Council at the last meeting, due to the fact that they had been advised against doing so by Jack Evans. Council members asked for further explanation of the discussion of this matter with Antioch authorities by Jack Evans without authorization from Council. The letter written to Dean Hanchett by Jack Evans under date of May 27th was read to Council, in which it was stated that we were releasing the students along with the other wage workers. It was stated that no promises about future employment had been authorized by Council, and that if any had been given to Antioch students, or any others, they were not authorized by Council. It was pointed out that there was no use going over what has been done by Jack Evans with respect to advance information to Antioch students or to the authorities at Antioch, and that the only thing that could be done now was to caution him against any such action in the future.

The next matter on the agenda was the matter of purchasing goods for employees through the company. This had been tabled in the meeting of May 8th. Because of the fact that no representative of the Purchasing Department had been present in that meeting, the matter had been tabled for further discussion. The discussion which had been entertained at that meeting was read from the minutes of that meeting. The Purchasing Agent explained his views on the subject and stated the reasons we had discontinued the practice of buying goods through the company for employees some time ago. Some objection had been raised by wholesale dealers to selling us goods for our employees at wholesale rates because of the difficulties which had been encountered due to peddling of information about such purchases to neighbors and friends. Another factor which had been a difficulty was that of employees not knowing what they wanted beforehand, and then wanting to return the merchandise. Then, too, a number of small purchases had been made which caused some little confusion and use of time in the Purchasing Department and the Bookkeeping Department, and on which no great amount of saving had been realized. In addition there was some difficulty in collecting money due for these purchases.

The question was asked about the per cent. of savings possible, and this was explained by those people familiar with the buying of goods through wholesale channels. It was suggested that we have a minimum purchase value of $2.50 rather than $5.00 as suggested in the meeting of May 8th. It was also suggested that cash in hand be the rule where the company has to pay cash with the order, and that a flat 5 per cent. service charge be made for the services of the individuals within our organization needed to complete the purchase and carry the account through to see that collections were made. A great number of points were raised which will be listed in the following order:

It was suggested that these factors be the rule if we agreed to purchase goods through the company for employees: (1) "Goods to be paid for when invoice is rendered, or deductible from the next pay check due." (2) "Only faulty merchandise returnable, and if the company from whom the goods are bought refuses exchange privilege, then the individual suffers the loss and not the Columbia Conserve Company." (3) "That a flat percentage service charge be made against all purchases." (4) "That a systemized method of receiving the orders and of ordering the goods be worked out, i e., only a certain day each week would be the rule when the orders would be put through and that all orders must be in by that day."

Finally, after much discussion, it was moved and seconded that we make purchases for our employees through the company, the minimum price of which is to be $2.50; the same to be paid for when invoice is rendered or deducted from next pay check due; only faulty or defective merchandise be returnable when the company from whom the purchases were made will permit (otherwise the purchaser takes the loss); all orders to be in by Friday of each week, and all orders to be put through on Monday; and a 25-cent service charge on each order placed to be made. Taken to a vote, there were four opposed with the balance in favor of the motion. This was a heavy majority and was declared carried by the chairman.

The next discussion was whether our own products ought to be sold through our company grocery store with a service charge attached. After some preliminary discussion it was moved and seconded that a committee of three be appointed to go over the whole problem of goods of the company sold to employees with the purpose in mind to revise the prices and to go over the rules of what should be our policies regarding the handling of these goods. Taken to a vote, this was carried unanimously. It was agreed that the Committee on Committees should appoint this committee.

The next general discussion centered about Council minutes, and it was asked that we place on the agenda for future discussion the question of whether or not we should use names in connection with reporting Council minutes. In relation to this matter it was asked that we discuss, too, the problem of whether or not we would continue placing minutes in the CAULDRON as has been the custom for some time. Because of the fact that several salesmen were present who do not often have the opportunity of being in Council to express their views, it was asked that these men present whatever ideas they had about this subject at this time. A summary of the points raised about the Council minutes as they have been reported included the following: That sometimes some subjects were not given full enough reporting in the minutes so that the salesmen away from the plant could get an adequate idea of the discussion which had taken place. Secondly, that it seems to be the tendency to use names in the minutes, but that too frequently the same names were reported, whereas, other people taking part in the discussion did not have their names listed. This might lead outside readers to conclude that only a very few people took part in the discussions.

The whole matter of whether or not the minutes should be printed in the CAULDRON was summarized briefly, and it was explained that this would require very much more thorough discussion than was possible at this time. It seemed to be the opinion that either all names of all people taking part in discussions should be included in the minutes or no names should be used. This whole matter will be gone into at the first opportunity for full discussion.

The next report was from the Health Committee, given by Howard Herner, the chairman of that committee. He reported that the Health Committee brought in the following recommendation, based upon the doctor's examination of a number of individuals in the plant who seem to be in need of additional vacation time to be taken in conjunction with the regular vacations due them. The recommendation was, that three weeks' additional time be given to the following persons or, as the case may be in some instances, two weeks' additional time, the total time to be six weeks in all. They are:

Emma Bailey, Suzella Faulk, Nellie Gray, Ruby Hawkins, Mary Lipferd, Ella Carlisle, Gertrude Roberts, Margaret Noes, Emma Nutter, Earl Lindley, Elmer Burkhart, Richard Colter, Joseph Humble, and W. H. Hines, Sr.

In addition it was recommended that W. P. Hapgood take four weeks' additional time, or a total of eight weeks as a vacation this year. It was moved and seconded that we accept the Health Committee's recommendation and that the Health Committee be instructed to see that these persons mentioned in the recommendation follow the doctor's orders. Taken to a vote, the motion was carried unanimously.

The meeting stood adjourned at 9:40 A. M.

Special C. C. Meeting, June 8

Chairman, Kenneth Lucas.

Attendance 24 men and 23 women. Visitors, Mr. Burton and Miss Thelma Porter.

The meeting was called to order and the minutes for the Special Meeting held on Friday afternoon, May 29th, were reread so that Council might approve them as corrected according to instructions at the last meeting. One or two further corrections were asked for so that the sense of Council could be conveyed more clearly with respect to the motion covering the proposed deferred payment of incomes. It was the desire of Council that these minutes be sure to carry the decision regarding this action in such terms as would leave no doubt that the group voted this method of procedure voluntarily and did so without pressure of any sort being brought to bear. It is in the interest of the organization, in which each of us is an equal co-partner, that we accept our individual obligations to do what we can to relieve a temporary strain which is existent in our finance department. It should be understood that the proposed measure is being adopted in a group spirit of co-operation because we think it a wise course to follow at this time.

There was a general discussion and review of the whole situation which had led up to the action we have taken in this matter and a review of the motivating factors underlying the decision reached in the meeting on May 29th. A number of persons explained their reasons for agreeing to the plan of deferred payment of salary which were for the most part repetitions of the statement that they believed it the duty of each of us to co-operate to the limit of our individual abilities to help relieve a temporary strain.

Mr. William Hapgood gave a brief review of his experiences in calling on banks in Philadelphia, New York City, and Chicago during the past several weeks. He had received a very definite impression that it is now a routine procedure of banks to make loans to canning plants based on warehouse receipts and it is unlikely that we will be able to get any other basis for securing loans. Since this is now the accepted practice of banks for financing canning plants we will probably have to use the method prescribed and this will very likely be the case in our future dealings with the banks so that we will have to be prepared to make our arrangements accordingly.

One Chicago bank seemed favorable to loaning us the money we wanted with which to pay our obligations to the Fletcher American National Bank provided we have warehouse receipts covering a sufficient amount of our finished inventory to cover the loan. Tomato pulp is no longer considered a finished product and is not acceptable to banks for warehouse receipts.

In addition it may be possible to secure more money from the Chicago bank later by giving additional finished products as we manufacture them through what is known as "bankers' acceptance."

The difference between the Fletcher American National Bank and the Chicago bank is that the former wishes to take our entire inventory of finished products, which is valued at $350,000.00, in warehouse receipts to cover the loan of $145,000.00 which we have with it, while the latter is satisfied to take only the amount needed to cover the loan on a 70% valuation, or warehouse receipts on finished products to the value of approximately $210,000.00. The local bank charges us 7% interest on the loan and the Chicago bank offers us the money at approximately 5%. Preliminary interviews have been held with officers of the Chicago bank first by Mr. Hapgood and later by Mr. Herner. A representative of the bank is to come to the plant on Tuesday, June 9th, to get a first hand impression of our plant and any other information he may desire which will be helpful to him to reach a decision concerning the proposed loan. The reaction of the bank officials to our financial statements has been favorable and we will know by the time of our next meeting what the final answer may be.

The next phase of the discussion centered upon the financing situation facing us for the period of the next four to six months. It was explained that irrespective of what bank we secured loans from on the basis of warehouse receipts our finance department will find itself in a fairly close position so far as ready cash is concerned and while our general financial position is as sound as, if not sounder than, it has been at any time it will be somewhat of a strain for us to meet current bills for the next couple of months. Until we can work out from under the load of inventory we are carrying in our warehouse in the form of tomato pulp we shall have less liquid cash than we really need with which to carry on our business effectively, and the period of the next several months covering the tomato season and the few weeks preceding that time when it will be necessary to produce non-tomato products for use during that season will be the most difficult time for us.

It was suggested that we start making deferred payments of our salary incomes to the amount of 50% as from the first of the next fiscal year which would make available some extra cash for use in production which will be resumed at that time.

After slight discussion it was moved and seconded that deferred payments on our salary payroll begin as from June 26th, and that the amount of deferment be 50% of our weekly salary incomes. Motion carried unanimously.

It was mentioned that it might be better policy on our part not to include wage workers, who might happen to be on our payroll, in the deferred payments. After brief discussion it was moved and seconded that we rescind the action including wage workers in such deferred payments. Carried unanimously.

It was agreed by unanimous consent that the 50% deferred payment in salary incomes be continued as long as deemed advisable by the finance department and that periodic reports of our financial condition be given Council and recommendation for revision of the amount of deferred payment be brought to Council for consideration whenever conditions permit.

There was some discussion about the spreading of false rumors and misinformation by some of our employees following recent Council meetings and this practice was condemned as being harmful and unco-operative. A great deal of unnecessary embarrassment is created when misstatements are made concerning any action we may take and this is particularly true about matters of finance. While it is easy enough to present the facts of the situation and set straight the thinking of anyone who cares to inquire as to the solvency of the company it ought not be necessary to spend time to set at rest false rumors started by careless and untrue statements made by anyone in our employ. It is as distinctly evidence of bad attitude and non-co-operation for anyone of us to cause harmful reaction against the company by our conduct outside the plant as it is for us to act badly while at work.

Several persons spoke to the effect that it is a cause for pride that we are willing to accept our responsibilities to help our company in a period of temporary strain as true co-operators and co-partners should. Properly explained and interpreted our action with respect to deferment of part of our incomes for a time is an action which should be commended by all who understand the situation.

Mention was made again of the need for continuance of our health protections during the coming months rather than any curtailment of expenses in that field for work that may need immediate attention. An instance which occurred during the week end served to show clearly how much we need the assistance of this department. One of our workers happened to be in need of an immediate operation for the removal of his appendix which, if delayed even by a few days, might have cost him his life. The chances are that if we had not had a well set-up medical department the condition would not have been discovered in time to apply the necessary remedy quickly enough.

The next subject for discussion was a letter from Commonwealth College asking us if we cared to send a student to its summer school this year which begins June 15th and lasts for eight weeks.

After some discussion as to the worthwhileness of such educational experiences to members of our group, and through

them to the company, it was stated that if we had anyone in our group who really wanted to go to the summer school and whom we thought might profit considerably from such an experience we might send such an individual under the same terms as obtained last year.

Objection was raised by several to our sending anyone to summer school this year because of the need to curtail current expenses. Others believed that the expense involved would be negligible compared to the long time results we might obtain from the education received. Several spoke quite emphatically against any retrenchments of either our health or our education programs as a means to cut down current expenses when such savings were made to the detriment of possible advancement of our whole social philosophy which we have been building through a period of some years and from which we hope to secure considerable benefit later.

After considerable time had been consumed in discussing the various angles of this matter it was moved and seconded that we send someone to Commonwealth, if we have a candidate of whom Council approves, under the same conditions as prevailed last year.

It was explained that these terms were that the applicant contribute whatever vacation time is due him and take a leave of absence without pay for the balance of the time needed. The company would pay the necessary scholarship fee and traveling expenses plus an allowance of $25.00 for incidental expenses. The amount saved by the company by way of time not paid for would about offset the amount needed to cover the expenses listed so that very little additional expenses would have to be borne by the company.

When this motion was put to a vote there were 17 in favor and 22 opposed. Because of the closeness of the vote the chairman asked for further discussion. Very little additional information was forthcoming and the major emphasis of the opposition was based on the matter of expense at this time. Two people stated that while they objected to sending anyone to summer school this year mainly because of expense they held a further objection to sending anyone to Commonwealth College.

The chairman called for a second vote on the motion which was to be declared final, and this time there were 12 in favor and the balance opposed. The motion was declared lost and it was taken as the sense of the meeting that we would not send anyone to summer school this year.

The meeting stood adjourned at 10:00 A. M.

AN EXPLANATION

In the minutes of the Council meetings of May 29th and June 1st, reference is made to our relations with the bank from which we have been borrowing money for several years, and in the Council minutes of June 8th the final decision of Council with regard to this matter is given.

I think it will be interesting to our readers and to our stockholders to understand the events which led up to this action of Council.

Practically all banks take the position that their customers should pay their loans in full at least once a year and our bank is not an exception. It has happened, however, at certain times in the past that, because of reasons which will appear later, we have not been able to pay all of our bank loans within the twelve months period. About four years ago when we were in this position the bank which we were using at that time, and which had loaned us money on open account, insisted that we give it collateral based upon warehouse receipts covering a sufficient amount of finished products, mainly soups of all varieties, to cover its loans. We objected to the plan at that time on account of the expense which amounted to something over $2,000, but we accepted the position of the bank and a few months later paid the account in full. When we came to discuss with this bank our requirements for the next pack they wished to loan us money on the same basis of collateral and we decided to transfer our account to another bank where we could get an open credit. This bank also took the position that we should pay off our loans once a year and we have done so each year until this year. For last fall's pack it extended us a credit of $225,000. During the following months we reduced this loan to $145,000 but lately on account of our unusually large stock of tomato soup and tomato puree we have not been able to pay this balance.

The reasons for our inability to pay the bank in full are as follows:

(1) Since the first of January the consumption of tomato soup as compared with that of other varieties has decreased considerably with us, and we are informed by many of our cusomers that there has been even a larger decrease in the consumption of tomato soup packed by our competitors. It is because of this decreased consumption that our stock of tomato soup is unusually large for this time of year. The results of recent years have clearly shown that it is very much better for us to carry a surplus of tomato soup and also tomato puree from the pack of one year to that of the following year than it is to run short of either of these products during the Spring. If we run short of tomato soup we have to pack from canned stock which is not only expensive but also causes a very considerable decrease in quality. If we run short of our own pack of puree we have to buy from other packers at a much higher price than that which our pack costs us and also of a poor quality.

(2) In addition to our inability to forecast for a period of twelve months the movement of tomato soup as well as our consumption of canned tomato puree it is impossible for us to tell how many tons of tomatoes per acre we will receive from the crop of any one year. Last year our receipts per acre were larger than normal. In addition to receipts per acre above the average during 1930 we accepted a great many more tomatoes than we were obligated to do under our contract because we realized how greatly in need our farmers were of additional income. Under our contract we are obligated to take the entire yield from a given acreage up to a certain period. This period last year was October 10th. Because of the dire need of most of our farmers we continued to take tomatoes last year for an additional week at which time the balance of the crop was destroyed by frost. This extension of the contract period increased our purchase of tomatoes by $30,000 which, added to our additional cost of cans and other expenses, increased our inventory by over $50,000.

Because of the impossibility of forecasting exactly the variables to which I have referred, namely the movement of tomato soup, our consumption of tomato puree, and the average yield per acre of tomatoes, our credit facilities should be established on a basis of eighteen to twenty months instead of twelve so that in the event of our carrying a surplus from one year into the next we may avail ourselves of the opportunity to pay the balance of our bank debt by reducing considerably our tomato acreage for the following year and thus enable us to use the surplus carried over from the preceding year.

I have endeavored to get the bankers with whom I have discussed the matter recently to grant us a longer period than twelve months at times, probably not more than one year out of four, and while each one has agreed with my contention that when a company deals with a seasonal item which must be packed in a period of a few weeks for use during the ensuing twelve months it should be given much more latitude than a company not so situated, I have not yet been able to find one who will grant us credit on this basis.

Our present bank a month ago unexpectedly to us took the same position that our former bank took four years ago, namely that because of our inability to pay our loans within the twelve months period it wanted us to give it collateral based upon warehouse receipts but unlike the former bank it wished us to give it warehouse receipts covering our entire merchandise inventory, exclusive of labels, which would have meant that for a debt of $145,000 it wished $350,000 of collateral. Not only would the cost of this method have been large but in addition the request of the bank that we give it so much collateral in excess of its loans seemed to us unreasonable and we declined to accede to it. Following this decision I made a trip to Philadelphia, New York, and Chicago to talk with bankers at each point about taking our account.

I talked with two bankers in New York and they, like the Philadelphia banker, expressed great surprise at our earning power but criticised our lack of capital to handle a business as large as ours, and in which of necessity there must be such a large fixed investment in buildings, machinery, etc. As one of the New York banks is the correspondent of the bank from which we have been borrowing money it could not do busines with us on that account, and the other bank at present is not accepting accounts outside of New York City.

Following my visit to Philadelphia and New York I went to Chicago and called upon one of the banks there. The vice-president to whom I talked expressed the same surprise at our earnings for the fiscal years ending June 30, 1929, and 1930, and for the ten months ending last April that the New York and Philadelphia bankers had expressed, and he made the same criticism of our lack of capital to transact a business as large as ours. However, he expressed himself as being glad to loan us as much money on the basis of warehouse receipts as 70% of the inventory value of our finished products would amount to. This is the same basis upon which we borrowed money four years ago. He told me that he would submit this proposal to his loan committee and that he would give us their answer in the near future. Two days later our treasurer, Mr. Herner, went to Chicago in order to answer some questions which this banker asked me and to which I was not able to reply and he brought back word last Friday that this bank had decided to make us a loan on the basis I have described unless the vice-president should see some

reason for changing his mind after he visits us. He will make this visit on Tuesday, June 9th.

From my experiences during the last two weeks I think it is clear that almost all large banks today require collateral in the shape of warehouse receipts on canned goods to cover the loans they make canners and probably from this time on we shall have to finance our pack by means of such a process. The average cost will be in the neighborhood of $2,000 a year but as we find we can secure a much lower interest rate by financing ourselves in this manner the saving in interest will probably somewhat more than cover the cost of the warehousing.

I was asked by each one of the bankers with whom I talked why we had not kept our profits in the business during the last four years, thus giving us sufficient working capital to enable us to handle our business with less borrowing. In reply to this question I referred to the contract between the common stockholders and the workers by which the workers are obligated to use the profits of the business which come to them under the contract to purchase the stock of the common stockholders, and I said that while there is nothing in the contract stating when this surplus shall be used for this purpose we have felt it was very necessary to buy the common stock of one of our largest stockholders as soon as possible. In addition to this stock we have bought enough stock from other stockholders during the last couple of years so that now the employees as a group own a little more than 51 per cent. of the common stock of the company. While from this time on we must use the surplus profits to buy the remaining common stock held by individuals, still there will be no pressure brought to bear upon us to do that to the inconvenience of our operations. Most of the common stock is held by my brother, Norman, and he has at all times shown his willingness to consider the needs of the company more than his own needs, and while we all feel that he has a larger investment in this business than he should continue to carry, and therefore that we should use our surplus as rapidly as possible to reduce his holdings, yet we know that there will be no pressure upon his part for us to do this when it is not safe for the business that it should be done.

One of the conclusions that I came to during my recent experience with banks in the cities I have mentioned is that the banks are a very considerable contributor to the depth and length of the present depression because they, more than any other kind of business, press for safety first and are even willing to go to the extreme that the local bank wished to go with us by asking for a very much larger protection than was necessary under the circumstances. In his recent book entitled "Business Adrift," by Dean Donham, of the Harvard School of Business Administration, he devotes a great deal of attention to the effect of the feeling of insecurity upon the business cycle, and he reaches the conclusion which seems to me sound, that until we can devise a plan by means of which each one of us—the laboring man, the employer and the capitalist—can be reasonably secure we shall have repetitions and probably aggravations of the present depression, and he goes further than that, stating that unless we can find a way through to the security of all, the capitalistic system must give place to another.

I am giving below our earnings for the first ten months of this year which, as you will see, show more than 22 per cent. net operating profit on our capital stock. The result at the end of the fiscal year, namely June 30, will show a considerable decrease from this amount because of the fact that always during May and June we run behind, and this year probably the reduction will be greater than normal due to the fact that we have not been operating for about two weeks and will not begin again until the end of the month, but I think I am safe in forecasting that our profits for the fiscal year ending June 30 will be more than 20 per cent. on our capital stock, and I believe that very few businesses in the United States will show any such result at this time.

THE COLUMBIA CONSERVE COMPANY
Indianapolis, Indiana

STATEMENT OF FINANCIAL CONDITION AS OF APRIL 30, 1931

ASSETS

CURRENT ASSETS		
Cash on hand and in Bank	$ 10,349.61	
Cash Value Wm. P. Hapgood Life Insurance	7,857.01	
Notes Receivable	2,254.17	
Accounts Receivable:		
Trade	54,883.76	
Tomatoes	995.18	
E. F. Hapgood Est.	8,837.41	
Wm. P. Hapgood	8,428.62	
Freight Claims	213.37	
Dining Room	1,046.57	
Inventories	433,441.73	$528,307.43
DEFERRED CHARGES		
Salesmen Advances	$ 2,412.05	
L. B. Warner Accounts	6,185.69	
Insurance, Wm. P. Hapgood	3,508.00	12,105.74
FIXED ASSETS		
Plant Equip. and Real Estate		351,776.92
Total		$892,190.09

LIABILITIES

CURRENT LIABILITIES		
Accounts Payable, Brokers	$ 836.14	
Accounts Payable, Trade	79,994.77	
Notes Payable	145,000.00	
Accounts Payable, N. & E. Hapgood	24,588.54	
Accounts Payable, N. H. & W. P. Hapgood	25.38	
Income Tax Payable	2,972.46	
Mortgage Payable	11,783.99	$265,201.28
CAPITAL ACCOUNTS		
Preferred Stock Issued	$133,843.83	
Common Stock Issued	257,426.00	
Reserve for Pension Fund	20,310.18	
Reserve for Doubtful Accounts	1,681.46	
Reserve for Depreciation	112,242.65	
Surplus	101,484.69	626,988.81
Total		$892,190.09

THE COLUMBIA CONSERVE COMPANY
Indianapolis, Indiana

OPERATING STATEMENT FOR TEN MONTHS ENDING APRIL 30, 1931

REVENUE			
Gross Sales		$1,232,123.99	
Less: Returns, Allowances, Discounts, Rebates		77,987.41	
Net Revenue from Sales			$1,154,136.58
COST OF GOODS SOLD			
Inventory 7-1-30	$ 326,218.96		
Purchases	773,629.73		
	$1,099,848.69		
Inventory 4-30-31	433,441.73		666,406.96
Gross Profits			$ 487,729.62
MANUFACTURING EXPENSE			
Factory Salaries and Wages	$ 170,762.35		
Coal	9,536.96		
Power	2,926.04		
Water	2,198.48		
Lubricating Oil, etc.	293.53		
Mach. & Equip. Repairs	7,775.79		
Building Repairs	2,211.70		
Factory Supplies & Exp.	4,398.77		
Insurance, L. B. Warner	1,169.71		
Tomato Expense	8,512.81		
Automobile Repairs	370.13		
Automobile Gas & Oils	1,158.01		
Paragon Expenses	13,035.15		224,349.43
Gross Manufacturing Profit			$ 263,380.19
SELLING EXPENSE			
Salesmen Salaries	$ 15,475.32		
Salesmen Expense	27,481.75		
Brokerage	15,235.96		
Out Freight	2,673.37		
Advertising Expense	18,768.20		
Advertising Publicity Exp.	14,291.70		93,926.80
Selling Profit			$ 169,453.39

ADMINISTRATION EXPENSE			
Officers' Salaries	$ 10,901.00		
Office Salaries	11,748.63		
Traveling, Convention, etc.	1,746.38		
Postage	1,421.77		
Telephones & Telegraph	1,288.35		
Office Supplies	1,425.80		
Insurance	1,656.53		
Medical—Employees	6,971.85		
Medical—Dependents	3,784.16		
Dental—Employees	2,768.78		
Dental—Dependents	2,557.30		
Optical—Employees	292.90		
Optical—Dependents	356.75		
Taxes	9,277.03		
Repairs—Furniture and Fixtures	89.09		
General Admin. Expense	4,948.09		
Interest Expense	11,910.81		
Group Life Insurance	1,198.04	74,343.26	
			$ 95,110.13
ADD			
Interest Earned	$1,731.33		
Discounts Taken	1,104.44	$ 2,835.77	
LESS			
Farm Expenses	$ 324.83		
Loss on Sale of Equipment	221.77	546.60	2,289.17
Net Profit for Period			$ 97,399.30

I think that every reader of the above report will agree that we are in a remarkably sound situation. The only complication is our heavy tomato products inventory, but we will work out from that successfully within the next eight months.

I wish to comment briefly upon the action of Council in reaching a decision which was tantamount to loaning the company for a period of several months up to one-half the total salaries of the employees of the company. We were not forced to do this because of distress, but it seemed the intelligent course to take, all of us being partners, that each salaried employee should assist in the financing of the company at this time. As you will learn from the minutes of June 8, this plan of deferred payments on pay roll to the extent of 50 per cent. becomes effective at the beginning of our next fiscal year. It will continue as long as may be necessary to accomplish the purpose we have in mind. We expect it will cease in early October, and that not long after it is discontinued we will be in position to repay those who have made these advances.

(Signed) WM. P. HAPGOOD.

Footnote: Since the above was written, Mr. Duvall, of the Central Trust Company of Chicago spent half a day with us, and when he left he expressed himself as very much pleased with what he saw here and said he would recommend to his committee that they loan us up to a quarter of a million dollars based upon warehouse receipts as collateral. He said that they would be able to reach a decision the next day, but two days later he telephoned to inform us that because of the most unusual conditions which are now prevailing in Chicago, due to a number of bank mergers in which the Central Trust is active, he could not get his committee together for the discussion of our matter for another week or ten days. He said he was still much in favor of making the arrangement with us and that the chairman of his committee agreed with him. It seems likely, therefore, that this arrangement will be made, but it will not be definitely decided until about June 22.

A very modern employer has ordered the following notice to be posted in his business premises:

"Any workman desiring to attend the funeral of a near relative must notify the foreman before 10:00 A. M. on the day of the game."

As a rule, young men don't marry a girl on $25 a week, as they used to. It seems that the girl must be earning at least twice that much before they will even look at her.—*Grinnel Malteaser.*

The president of the local gas company was making a stirring address.

"Think of the good the gas company has done," he cried. "If I were permitted a pun, I should say, 'Honor the Light Brigade!'"

And a customer immediately shouted: "Oh, what a charge they made!"

Son: "Say, Pop, what do you call a man who drives an automobile?"

Father: "It depends upon how close he comes to me."

Jimmy (watching something tasty going into sick room): "Please, Ma, can I have the measles when Willie's done with them?"

A color expert advises men to wear bright-colored clothes so that motorists can see them better. If a motorist can't hit us in this gray suit, he needn't think we're going to help him.

Johnny: "What is a philosopher, father?"

Father: "A man with a good constitution, position, and bank account."

Mr.: "Aren't you nearly ready, dear?"

Mrs.: "I wish you wouldn't keep ask-me that question. I've been telling you for the last hour that I'd be ready in a minute."

Aunt Hetty: "Sakes alive! I don't believe no woman could ever been so fat."

Uncle Hiram: "What y' readin' now, Hetty?"

Aunt Hetty: "Why, this paper tells about an Englishwoman that lost two thousand pounds."

A Foregone Conclusion

St. Peter (to applicant)—Where are you from?

Applicant—Florida.

St. Peter—Come on in, but I don't think you'll like it.

Going Too Far

Dean—Where are your parents?

Girl—I have none.

Dean—Then where are your guardians?

Girl—I have none.

Dean—Then where are your supporters?

Girl—Sir! You are forgetting yourself.

Riddles

What goes through the window glass without breaking it? The sun.

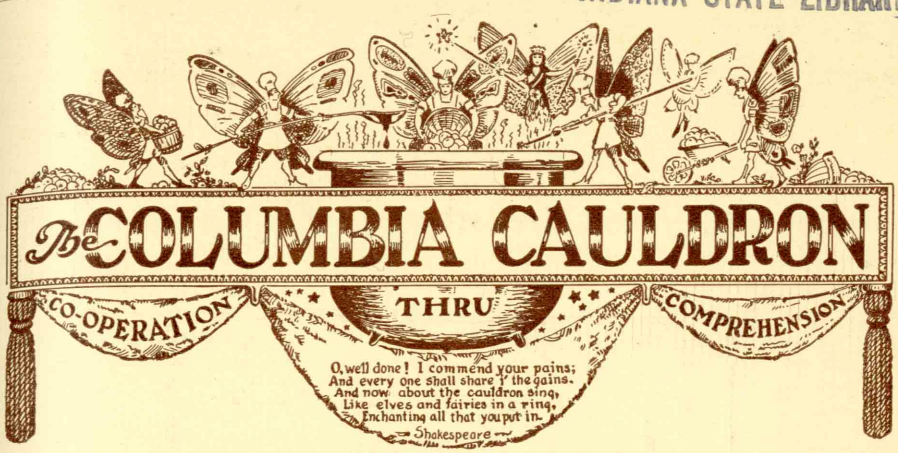
What is the difference between one yard and two yards? A fence.

What has four fingers and a thumb and neither flesh nor bone? A glove.

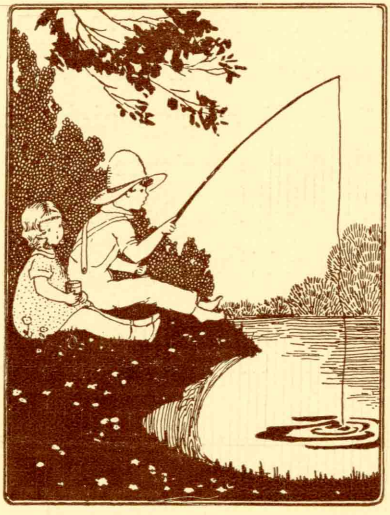
What benefit can be derived from a paper of pins? It will give you a lot of good points.

Why do you make a mistake when you put on your shoe? Because you put your foot in it.

INDIANA STATE LIBRARY


The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 4 JULY, 1931 No. 18



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INDIANAPOLIS

THE only Pessimism that is justified is that which comes from a feeling that you have not been square with yourself in the efforts you put forth.

Any man who can sum up his day's work with a feeling of self-satisfaction that he has put in his best licks can lie on his couch at night with a good, clear conscience and has a right to expect only the best outcome from his work.

THE COLUMBIA CAULDRON

Published Monthly
BY OF AND FOR EMPLOYEES
of the
COLUMBIA CONSERVE COMPANY
INDIANAPOLIS, INDIANA

75

RACE RELATIONS NUMBER

Prepared by the Commission on Race Relations

Race and Industry

The following summary of *Racial Factors in American Industry**, by Dr. Herman Feldman, is presented here because the volume contains so much that is significant from the point of view of this Department that a book review of ordinary length would be inadequate. The author is professor of industrial relations in Dartmouth College, and his book contains the results of studies made under the auspices of the Inquiry, New York, supplemented by others conducted by Dr. Feldman. It is a serious attempt to study the question of how our 11,000,000 Negroes, 2,000,000 Mexicans, 175,000 Japanese and Chinese, 55,000 Filipinos and about 18,000,000 European immigrants who have entered this country since 1900 and their descendants can be adjusted to American life, with particular reference to the racial conflicts that have arisen in industry. It raises the question whether we are to have adjustments "to accidental and uncontrolled processes" or to "weld together all these diverse tools in a unity from which prejudice and unintelligent discrimination have been eliminated."

The first two chapters treat of the Negro in industry in the narrow sense which includes only a minority of Negroes gainfully employed. The author says, "Industrial discrimination against the Negro is of several kinds, but perhaps the most serious is his utter exclusion from employment in certain occupations." The severest difficulty in securing positions is faced by the Negro woman. Negroes rarely find work in clerical and executive positions, except in businesses conducted by and for persons of their own group. The factors involved in this discrimination include the foremen's preferences, those of the head of the department or section, and the objections raised by the white workers. Where there is trade union organization, the opposition of the latter is "more than a matter of indefinite group sentiment." A recent survey of the subject indicates that twenty-two international and national labor organizations, eight of which are members of the American Federation of Labor, exclude Negro workers by constitutional provision. This "operates most heavily at the point where Negroes might enter the better paying trades." "There are, of course, unions which do admit Negroes freely. Some limit them to separate locals." The extent of union restriction "cannot be more definitely stated because . . . such exclusion is in most instances a practice rather than a stated rule." One of the results of this discrimination is that the Negro is forced to allow himself to be used in breaking strikes. "He is in need of a job and he takes it wherever he can find it."

This discrimination keeps the Negro down through the barricading of the higher positions once he is admitted into the general field. Furthermore, it is often taken for granted that the Negro will receive less pay than a white man for the same work of the same quality and that "he is less adversely affected by inadequate earnings." Negro women in this regard seem less fortunate than the men. The Negro is the "last hired, the first fired," and working conditions for Negroes are usually worse than those provided for white workers, even in the same factory.

A study of the excuses given for these discriminations showed that "tradition plays a large part in the estimates of the Negro. The blindest explanation of the discriminations and exclusions against the Negro is simply because he is a Negro." To this is often added the statement that the Negro is naturally lazy, but "many opinions are expressed which contradict this view." It is also complained that the Negro is irregular and irresponsible. In any consideration of such opin-

ions, "account must be taken . . . of his abrupt transition from a paternalistic agricultural society to an impersonal and highly organized and industrial environment," and of the effect of suddenly increased wages and bad living and working conditions on the adjustment of workers who have recently come to the North. On the other hand, there are conflicting views as to the adaptability of Negroes for specific kinds of work. ". . . Negroes are considered to be particularly fitted to some occupations where the true reason may be that other workers will not remain in them."

The question of the general mental ability of the group is of slight importance "*as compared with the need of determining whether a particular Negro individual is fitted for the particular position.*" Other important factors making for industrial discrimination are criticism of the Negro's character and habits, the force of community sentiment which makes many employers feel "in a helpless position in this matter of employing colored workers," and the general fear of the socal consequences of giving industrial equality to Negroes.

The natural reactions of the Negro under the combined effects of such discriminatory treatment in regard to wages, employment and conditions of work and "the more subtle evidences of disdain" have produced a sort of "resignation and attempt to be cheerful in adversity." Others are impressed from childhood with the feeling of inferiority, and "sometimes the Negro's sensitiveness is so heightened by continual abuse that he imagines discrimination where none is intended." But "between the two extremes of hopeless resignation and unwarranted anticipation of trouble are found every degree of sanity and poise. It is in these middle ranges that foundation for racial co-operation can be laid."

The Negro is not alone, however, in his problem of finding a proper industrial relationship with the native white stock. The problem is faced by the Chinese, Japanese and Filipinos. Oriental immigration has had a brief but striking history on the West Coast. When the Chinese first came they were welcomed because they were docile and industrious, but as soon as economic depression set in and many of their employers were themselves forced to take up the pick and the hoe and become competitors of the Chinese, they became a "menace." Japanese immigration followed a similar course. Before 1900 they came in gradually and were credited with all the virtues formerly attributed to the Chinese. But the cry of the "yellow peril" was soon raised, and in 1907 the "gentlemen's agreement," which virtually excluded the immigration of Japanese laborers, was made. In 1924 the Japanese Exclusion Act was passed.

Chinese and Japanese suffer from many of the same discriminations in industry as the Negroes, though on a smaller scale and in fewer places. They are often employed for longer hours at lower wages than white workers. Abuse, discriminatory discipline, and other indignities are reported, although there is little disparagement of their ability and personal qualifications. The main problem of racial prejudice against Orientals concerns the younger generation, children born in this country of Asiatic parents because "the attitudes engendered in the past are persistent and are affecting this newer group."

Since 1924 there has been an influx of Filipinos. It is estimated that there are now about 55,000 in this country. The Filipino in his efforts "to earn a living and to find a place for himself is confronted by a variety of hostile attitudes on the part of those to whom he must look for co-operation."

Mexicans have been coming to this country in large numbers especially during and since the World War. Restrictive legislation on a quota basis has not been enacted because the State Department opposes it as possibly the beginning of an unfriendly policy toward Latin America and because American investors in Mexico and the employers of cheap labor are against it. On the other hand, organized labor "cries aloud for a quota restriction." Mexicans are largely found in the agricultural and industrial areas of the Southwest and West, although Illinois is said to rank as the fourth state in the number of Mexicans admitted each year, and there is a flourishing Mexican district in Chicago. There are other colonies in Pittsburgh, Detroit, St. Louis, Milwaukee, Gary, Ind., and Flint, Mich. The Mexicans who come to this country as industrial laborers are mainly Indians of pure or mixed blood. Their experiences in industry differ "only in degree from the experiences of the Negro, the Oriental, or the unskilled European immigrant." The Mexican is a migratory worker, and in most industries his turnover is large, but this is partly accounted for by the fact that he does the hardest work for the lowest pay. The rating of the Mexican, as a member of the community, is "high in some localities and low in others. The prevailing impression, however, is bad—that he has materially lowered the average living standards and is a burden on his community."

The situation is less grave for European immigrants in industry as in the case of Negroes and Asiatics, and, for most nationalities, it is only a matter of a generation or two before they are integrated into the community life. Yet the foreign born constituted 30 per cent. of our population in 1920 and furnish about 36 per cent. of the men engaged in manufacturing industries, 45 per cent. of the men in mining, and 25 per cent. of the women in manufacture. Larger percentages are found in some of our industrial centers.

The mixing of nationalities and races in the immigrant groups has involved problems of adjustment not unlike those to be met in any strange environment. In the first place there is "a tradition of disparagement" heaped upon those who came later than the first settlers, so that the average native-born citizen thinks that the immigrants have low economic standards, poor living conditions, docile temperament and perhaps radical ideas, in short, that they are "a people of undesirable traits." Each immigrant group as it arrived has tended to begin at the bottom of the industrial scale and to work upward. Because the foreign groups do the more disagreeable types of work, there arises the idea that they prefer these occupations or that they are best fitted for them. Economic friction is increased in the lower rungs through the increase of the number who compete for the same jobs and through competition of the newcomers with older residents. This is emphasized in times of depression when there is an over-supply of unadjusted labor in industry. Again, during strikes, the foreign born have been inclined to accept lower wages and have often had to take the first thing offered to them, as the Negroes have been obliged to do.

The author's survey revealed "the lack of systematic knowledge and the widespread existence of untested notions about the various groups." It seems clear, however, that "immigrants from England, Ireland, Germany and to a large degree Sweden and Norway, seem now to be experiencing little or no friction." Passing to other groups, "the returns are less definite." Syrians, Assyrians and Armenians are regarded unfavorably in several quarters. The Portuguese and Spanish have encountered problems of racial adjustment. French Canadians are sometimes spoken of harshly. Italians are perhaps the most generally abused of all the foreign born. This is perhaps due to the fact that "so large a proportion of the immigrants have come within the last three decades." Russians have suffered discrimination because of suspicion of their radical views, and other Slavic peoples have been more or less identified with them.

The prejudice against the Jews is not only because they are foreigners, but seems to persist to the second or third generations due to much anti-Jewish sentiment throughout America. There is also the religious difference. Many business organizations, factories, professional offices and educational institutions admit no Jews. This prejudice is "genuinely racial" in that "it is so frequently a bar against all Jews, not a selection among individuals." A second type of prejudice excludes Jews from positions of responsibility though not from minor jobs.

The attitude of the American people toward the immigrant has shown tremendous change within the present century. One of the great causes of this change was the vastness of the immigration tide which increased from about half a million in the decade from 1831 to 1840 to nearly four million between 1921 and 1929. The fear of large increases of immigrants following the World War and also the fear of foreign agitators for industrial and political revolution caused the enactment of restrictive laws. With the passage of the act of 1924 and the application of the "national origins" system, there seems to have been crystallized a permanent policy of immigrant exclusion.

Dr. Feldman gives in Chapter 7 the outlines of a community program for racial adjustment. The problem is one of "reducing friction which is due to outworn beliefs and has no justifiable basis in reality." The community program must be varied to meet the many difficult conditions and racial elements in different communities. It is a task involving community agencies apart from industry, such as the educational system, religious organizations, the semi-public and social agencies, including the great philanthropic foundations, labor organizations, state and federal governments. Brief descriptions are given of the activities of these various types of agencies and of programs in relation to the problem. It is also pointed out that racial groups, through social agencies and individual aspiration, are beginning to be conscious of their problems and to help themselves.

The chapter on the "Industrial Policies in Racial Adjustment" raises the question how the policies of different plants are fixed. The conclusion reached is that boards of directors usually leave the fixing

of labor policies to general executives who in turn give large latitude to the resident managers. "The largest-scale difficulty is that of injecting the spirit of proper racial relationships into the practice of those on the lowest rung of supervisory authority, viz., that large number of section heads, foremen, 'straw bosses,' and gang leaders who, to a large part of the workers, constitute the authorities with whom they deal."

A chapter is devoted to the problem of applying management technique to racial problems in which it is pointed out that some of the racial difficulties are due to poor management. The technique of introducing a new racial group into a plant and of building up of prestige of disparaged groups is described. This includes a description of Americanization, the improvement of standards of living and personal adjustments.—*Federal Council Bulletin, June 27, 1931.*

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*New York, Harper and Brothers, 1931. $4.00.

Desire to Live

"I would not have my life be one of bliss,
Untouched by heart-ache, agony, despair;
A pale anemic thing. My nightly prayer
Is that with each new day I shall not miss
High venturings, nor undeserve the hiss
Of envious human moles who never dare
To touch off rockets in their souls and flare
Above their deepening grooves.
O grant me this:
That I shall scale Life's peaks, explore its glooms,
Know mountained ecstacies, deep-valleyed pains—
That when my last red sands of time are sieved,
And Fate has struck my sinews from her looms,
I shall have earned three words o'er my remains
Besides was born and died—
'Between, he lived.'"

—Anonymous.

Starting a Fish Story

John Smith was with a party of friends on a fishing trip, and around the camp fire one evening the talk naturally ran on big fish. When it came his turn, John began, uncertain as to how he was going to come out: "We were fishing one time on the Grand Banks for-er-er."

"Whales," somebody suggested.

"No," said John, "we were baiting with whales."

ADDRESS OF MERLE D. VINCENT BEFORE COLORADO-WYOMING SOCIAL SCIENCE ASSOCIATION

It is peculiarly appropriate that the report of the investigation by the Federal Council of Churches into industrial relations in Colorado should be discussed under the joint auspices of the Colorado-Wyoming Social Science Association and the Colorado Ministerial Associations whose activities inspired the investigation.

The report of that investigation supplies data that is essential to an analysis of both past and existing industrial conditions in Colorado. From a retrospective view of the data collected, it is obvious that an enlightened economic policy in the coal industry would have recognized and remedied the wage and working conditions in Colorado coal mines which inevitably ripened into a state-wide protest and strike by mine workers in 1927.

Instead, management in that industry ignored its own responsibility and both public and private interest. In this it but followed what has been a quite fixed attitude toward labor, wages, markets, and profits—a policy that is economically destructive and socially unjust in the highest degree.

Perhaps the most striking facts disclosed by the report are the attitude of management toward wage disputes and the methods resorted to in disposing of them. The attitude has been, and is, one of outspoken hostility. Refusal to even discuss conditions and demands has long been a uniform practice. There has been a closed mindedness against any consideration or discussion of the question whether a wage scale is reasonable and fair or unreasonable and unjust. Coercion by economic pressure, intimidation, and violence have been the arguments and remedies that management has applied to employment controversies which call for negotiation, discussion, and finally an agreement upon terms justified by the circumstances and conditions surrounding the parties.

A controversy or dispute over the question whether a wage scale should be $1.00 per day more, or shall be less, is fundamentally a mixed economic and social question. Its settlement calls for an agreement by the parties in conference, upon full consideration and discussion of all material facts and circumstances. Any other settlement is necessarily the result of an ex-parte decision by one party to the controversy, enforced by superior influence or by greater power, applied by economic pressure or other coercive means.

This leaves the whole subject infected by resentment at the unreasonableness and injustice of such a means of settling questions involving both the rights and welfare of the defeated party. Beginning as a private issue, such a transient and irrational disposal of the dispute transforms it into a public question of far reaching consequences. Nevertheless, such kind of treatment of wage questions has, with isolated and rare exceptions, characterized the management of modern industry, not only in Colorado but in the national field of industry.

Inasmuch as the Rocky Mountain Fuel Company's union contract relations are mentioned in the Council's report you doubtless desire to hear something of their effect after two and a half years experience. But before telling you of our experience I will digress a moment. A misimpression is inferable from the Council's report and requires notice. The 1927-1928 coal strike was not in any manner responsible for the union policy adopted by the Rocky Mountain Fuel Company, nor for the wage increases made by the Company. Miss Roche acquired her interest in the Company in January, 1927. While she held a minority of stock she was the largest individual stockholder and succeeded in naming the Company's executive officers in March of that year. She did not, however, control a majority of the Board, but immediately informed her associates that a union contract policy would be adopted and wage advances made just so soon as she could acquire stock control. This control she acquired one year later, in March, 1928, and immediately thereafter the policy was announced. Meanwhile, during the strike, believing that the wage scale was inadequate, but before there was any miners' union organization with which to deal, the executive officers, by her direction, notified the State Industrial Commission that the Company would pay any increase in wages which the Commission might find to be reasonable and award. The first wage increase immediately followed. When later in the summer of 1928 the miners organized and a union contract was made, a further wage increase was voluntarily agreed to, which was and is the highest rate paid in the state. The wage increases made by other operators during the strike, in both Northern and Southern Colorado, followed the first increase made by the Rocky Mountain Fuel Company.

I could not possibly tell you of some of the chiefly important results so well as they have been reported by one of the miners. Early in 1930 the organized labor Central Coal Committee sent a questionnaire to miners employed in the Rocky Mountain Fuel Company mines. Among the replies made was a letter from John Green, a miner who has worked thirty years in this field. The letter was published in the *Colorado Labor Advocate* February 6, 1930, and is as follows:

"Organized Labor's Central Coal Committee, Denver, Colorado.

"Answering your letter of the 24th requesting facts on how the labor policy of the Rocky Mountain Fuel Company is working out from the miners' point of view, I will give it to you as I see it and in the order requested on your blank, with a few extra conclusions that may help you or may not, but, in any case, should be known.

"1. Has any improvement resulted in your working conditions since Rocky Mountain Fuel Company mines are under contract with your union?

"I should say emphatically, yes. It is a mighty nice feeling to have, when you go to work, and to realize you won't be fired or harrassed, cussed, etc., for no reason other than the boss being somewhat out of sorts, in many cases through his own excesses. Material is plentiful; we have a check-weighman, and last, but not least, we are being transported to work in a man trip to our working places underground, which are in some cases nearly two miles from the bottom of the shaft. I should estimate conservatively that we have been saved over 100,000 miles of weary tramping in the mine during the time this contract has been in force. In addition, over 20,000 cans of powder, from ten to twenty pounds each in weight, have been carried for us that we formerly carried ourselves, in addition to many thousands of picks and other tools that have to be taken out and sharpened daily. The trip also lessens the risk of being run over by the motors pulling the cars, both loads and empties, to and from the bottom of the shaft—and as a safety measure is invaluable. We also have made a couple of examinations of the mine, in company with the mine officials and the state mine inspector, and have been accorded full facilities to state our points of view on the many intricate situations met with. Our suggestions were considered and in many cases acted upon. The scales on which

the miner's coal is weighed have been examined by us on numerous occasions to satisfy us as to their correctness. Further, the men are not crowded together in their working places, as they were before the contract was signed. Also many changes for the better were made—changes that were not in the contract, but negotiated locally, and with commendable willingness on the part of the company. So you will readily see that conditions are immeasurably better, as these changes have taken place since the contract was signed.

"2. Have the miners' monthly earnings increased; if so, about how much per man?

"Wages have been stabilized at $7.00 per day and I have no hesitation in saying but for this policy no less than two and possibly three dollars per day would have been lopped off without any corresponding benefit to anybody. This applies to day men. Piece men are making anywhere from 10 to 40 per cent. more, and, by the way, low wages in these mines bring a bigger loss to the business people in Denver than their so-called cheap coal would benefit them, as many of the miners trade mostly in Denver. If this point could be driven home to the bigger business houses in Denver, we would get more help from them and less catering to the other fellow.

"3. Are adjustments of grievance under the union contract method proving satisfactory to the miners?

"The very fact that we can meet together and discuss our grievances, and then take them to people of the caliber of the officers of the Rocky Mountain Fuel Company, is sufficient guarantee, of their being settled satisfactorily, and I don't know of any other method that would improve this.

"4. What is the attitude generally in regard to the Rocky Mountain Fuel Company labor policy? Do the miners think it any improvement over the non-union mines?

"The miners don't think this is an improvement—they know it and are more satisfied than they have been for years past.

"5. Is the mine where you are working operated more regularly than in former years?

"This mine, the Industrial, seems to me to have worked between two and three hundred per cent. more than previous years, and I assume no small measurre of this is due to the assistance rendered to the company and ourselves by your central coal committee and the organized workers of this state.

"6. Are the men permitted any greater freedom under Rocky Mountain Fuel Company union conditions than they were under former non-union conditions?

"Ye Gods! Freedom was unknown up here in the mines from 1910 until contract was signed. The chief requirement to get a job in these mines previous to this time was inability to speak English and be unmeltable in the American melting pot. You were not supposed to know anything, had to board in the company boarding house if single, and if married, live in a company shack and trade in the company store. If any jobs were left after these kinds were supplied, then, and not till then, were the home-owners of the camps given jobs. The Denver Post, Arthur Brisbane, and others always stress the fact of their desire to see everybody in this country own their own homes, in addition to an automobile and a radio. Owning something like that up here in these coal mines kept you from a job! Before the strike of 1910 probably eighty per cent. of the miners in Lafayette owned their own homes, spent their money in Colorado and were an asset to the state. Since then, the homeowner has been discriminated against so much that he now is in the minority to such an alarming extent that the type referred to above can outvote him on almost any question that is put up. However, in the Rocky Mountain Fuel Company mines, a man can live where he pleases, board where he pleases and nobody asks him whether he has an auto or a radio. I believe the company would be pleased to see their miners get these things. Home-owners are once more coming into their own in these camps and freedom has returned.

"7. What do you know about working conditions in non-union mines which may be stated as a fact?

"Having been boycotted for a long time in the non-union mines, I can't say much definitely about them, but this I do know—you do as you are told, right or wrong; no buts and ifs and ands about it—you just do it, or you have no job. If they want you to work nine hours, you do it. If they want you to work Sundays, you also do that. Conditions in some of them are so bad, so I am told, that conditions just ain't. That is all.

"I will close, hoping this may be of some use to you. These are my personal impressions and you have full liberty to use them as you see fit.

"Yours fraternally,

"JOHN GREEN."

Working relations have become increasingly rational and effective. Working conditions, complaints and suggestions are discussed with entire freedom and disposed of in conferences. Working conditions have very much improved. Both the daily and annual average earnings have increased and costs have diminished. In 1929 the production per man per day increased .71 of a ton; another gain of .51 of a ton was made in 1930, an increase of 1.22 tons in the two-year period. These computations include all inside and outside men. The production of this group of men per day is now far above the average in the state.

Three factors powerfully contributed to the development of the working relations between the Rocky Mountain Fuel Company and the miners. The first was Josephine Roche's responsibility for the company's policy, her life-time record of devotion to industrial justice, her wide experience, and her understanding of the economic and human problems involved. Another was John Lawson's official connection with the company and his known deep interest in just such a policy in the coal industry in which he had spent, and all but forfeited, his life as a worker and leader to establish the rights of the miners. And finally the voluntary co-operation from the beginning by a large number of the miners who had confidence in the genuineness of a policy inaugurated under such auspices.

Any report on the subject of industrial relations such as that under consideration brings us inevitably and immediately to a consideration of the relation of wages and working and living conditions to production costs. It is often asserted, and the view is prevalent, that wage increases necessarily foreshadow increased costs, that high wages inevitably and naturally result in high production costs. Our experience challenges that assumption and justifies the view, now held by an increasing number of economists, that there is economy in high wages.

Notwithstanding the fact that we are paying the highest mining wage scale in Colorado, the company's production cost record is the best in its history. Production per man per day has steadily increased and, as previously stated, is well above the average in the state. This result is of course attributable to improved and improving working relations. The contract was voluntarily entered into. All parties to it have manifestly endeavored not only to observe the letter, but also to give it a spirit of living reality. Mutual understanding has steadily grown.

Coal mining calls for skilled work. The miner is a skilled workman. He must be, and is familiar with conditions in his working place at the face of the rooms and entries. The mine foreman visits these working places perhaps once a day. The miner works in that place every hour of the day. Necessarily he often knows its condition, its problem, its requirements better than the management. Like most of us, he would rather do a good job than a bad one. Like most of us, he can and does do a better job if his working relations are satisfactory, than he can possibly do if working conditions and relations are strained, contentious and unfair. Our capacity for effective work depends very largely upon the happy and comfortable or unhappy and uncomfortable state of mind with which we approach work. Just working conditions and relations bring into play and realize our experience, skill, judgment and our inherent desire to do the best job possible. Unjust conditions and relations inevitably result in wasted experience, skill, energy, diminished capacity, increased cost and immeasurable human suffering. But I do not want to be understood as applying these observations exclusively to coal mining. All useful and necessary work calls for brains and skill. Most people develop capacity and skill and desire to apply it. I sometimes think we overstress the matter of classifying work into skilled and unskilled categories. I have yet to become acquainted with any necessary work that does not require some degree of skill and experience. The need for any class of work should dignify it and the worker.

Coal is a demoralized industry. Its costs and markets are unstable, in reality chaotic. Its fields witness annually an appalling waste of men, energy and money. The first essential stabilizing steps are rational working relations, better working conditions and better wages.

The first step is the establishment of rational relations. These can only be obtained by the voluntary recognition, without mental reservations, of equal, independent economic rights—the equal rights of all parties engaged in the industry to a voice and share in the discussions which determine and fix the relations of the parties, working conditions and wages. When these rights are recognized, relations naturally become rational and workable, men become reasonable and respectful of mutual interests; confidence displaces distrust, just settlements of disputed questions become inevitable. In such a relation we may expect both efficiency, economy, public and private security and finally happiness.

Viewed from both the economic and human aspects, it is surely time we considered the economy of high wages, the economy of better standards of living for all our people, for it is only in higher wages and better living standards that we can develop markets capable of absorbing our constantly increasing productive capacity. The economy of high wages will manifest itself not only in national economy, but also in individual industrial units and fields. Those who may fear that high wages will create uncontrollably high operating costs have no cost experience to justify their fears. Thus far in our industrial life, increased efficiency and productive energy have more than kept pace with wage increases. Wage levels must reach higher planes than we have yet attained before increased efficiency and man production will become static. The briefest survey of wage history will confirm this fact.

The experience of the Baltimore & Ohio Railroad and its shop crafts workmen affords outstanding confirmation of this fact in the field of transportation.

The men's clothing industry also affords a striking illustration of it. A few years ago that industry was practically bankrupt, paying workers shamefully low wages and, as an industry, showing no adequate return on investment. In recent years, covering the life of its contracts with the amalgamated clothing workers, periodical increases in wages have reached an aggregate increase of 300 per cent. at an increased operating cost of only about 80 per cent., and with net earnings far above its previous experience. These contracts also created unemployment insurance, and that industry and its workers are today providing an income for the unemployed group. It is significant that in this industry the workers furnish the scientific research upon which much of the progress and gains have been made.

There is another striking illustration in the very seasonal canning industry. The Columbia Conserve Company workers are on a full-time pay basis, receiving far higher wages than are paid in any other unit of that industry, insured against unemployment and disability arising from illness and age. These securities have not increased costs correspondingly, but in fact produced increased efficiency and productivity, and enabled the plant to make constantly increased earnings. The earnings, in fact, set aside under contract for that purpose, have enabled the workers to purchase control of the business. This company's operation discloses a constantly expanding individual capacity in workers as they participate in the responsibility for management and are freed from the insecurities of seasonal and uncertain employment. It is probably the most significant and promising social-economic experience in American industry.

For ages we have been classifying people. We have the tradition of the noble and the subject, the aristocracy and common people, the high and low. More recently, following the same mental patterns and processes, we divide people into capitalists and laborers. How many of us are more than one or two generations removed from ancestors who were laborers? And consider how many in places of responsibility began as workers. The scientist, the technician was but yesterday a workman. The proudest family lineage traces back quickly to the soil and shop. All of which furnishes a simple and understandable reason why such an organization as the Columbia Conserve Company, applying the principle of industrial democracy, has developed its own technicians and effective management from within its own group, and an increasing individual efficiency which in effect makes technicians and managers of the entire group.

In varying degrees, wage increases under competent management and rational working relations have invariably tended to produce similar results.

When we speak of markets, we are merely speaking of the wages and salaries working men and women earn and spend every day for the products of our factories and farms and the expenditure of farm incomes. These constitute more than 80 per cent. of our national purchasing and consuming power. If anyone questions why our industrial progress has halted, why this nation-wide recession and unemployment of millions has occurred, the answer is found in the unequal division of industrial earnings between the investor and the worker.

Last year wage pay rolls were $8,800,000,000 below 1929. In 1930 corporate disbursements for interest and dividends exceeded 1929. At the same time—regardless of diminished and, in some instances, disappearing profits—these interest and dividend disbursements were made in part from surpluses accumulated in past years after paying interest charges and dividends. These surplus earnings of industry are the joint product of labor, management and capital investment. They should have been paid out, in large part, as earned in ever-increasing wages to inadequately paid labor. Had they been so distributed, our purchasing and consuming power would have more nearly kept pace with our increasing output of farm and factory products, stabilizing markets and safeguarding us in a substantial degree against the wide-spread derangement and demoralization of business which now prevails.

There are today millions of men and women living on charity, making the tragic bread lines in every industrial community, whose skill and labor helped to create these surpluses. Our markets have been wrecked on the rocks of low wages and excessive profits which were not needed to pay adequate returns on investments, parts of which should have been returned to our markets in the form of increasing wages, but which have been accumulated in a few hands, in a small number of owners who cannot buy or use our constantly increasing farm and factory production. Farm and wage incomes are so low, so many millions are unemployed, our surplus industrial earnings concentrated in so few hands that we have the astounding anomaly of vast surplus stocks of badly needed, but unused food supplies, building materials and manufactured goods of every conceivable kind. In the shadows of these surplus earnings and surplus goods we have millions of inadequately paid workers and millions of totally unemployed workers whose skill and industry helped to create these same surpluses.

These conditions are quite convincing evidence of the failure of industrial leadership to vision its responsibility and acknowledge its obligations. It is equally impressive evidence of the incapacity of political leadership which has permitted such appalling conditions to develop. It portrays what Senator Costigan has characterized as "structural defects" in the industrial system upon which the welfare of a nation depends.

It is quite obvious industrial and financial leadership will not co-operate at this time to set up the machinery required to begin correcting these structural defects. A change of mind and attitude must precede such action. Meanwhile human endurance cannot withstand the pressure of a constantly narrowing margin of living security. Human patience will diminish as hunger increases. It becomes daily more apparent the government must move to set up machinery to survey, analyze and report on earnings of industry, the relation of their distribution to our markets and the purchasing power of our people, what part should properly go to investment, to labor, to management and to essential reserves.

THE ROBERT OWEN FOUNDATION

The following form letter which is sent out by The Robert Owen Foundation is reproduced so that readers of the Cauldron may have the opportunity of knowing more in detail about the plans and ideals of The Robert Owen Foundation of Canada. References have been made to this Foundation in the minutes of recent council meetings and it was thought that this information would be of general interest to our readers.

The letter is self-explanatory and we suggest that anyone who is interested in this movement write to Professor Lasserre for a copy of the Constitution and By-Laws of the Foundation. Memberships will be welcomed and will be an effective way of demonstrating a belief in, and willingness to aid the cause of Industrial Democracy.

ROBERT OWEN FOUNDATION
259 Roxborough St., E.
Toronto, Canada

June 2, 1931.

Dear Sir or Madam:

More than ever it is felt that important adjustments should be brought about in our social and economic life, especially in industry.

In this respect, a number of professional and business men in our country have been very much impressed by an experiment in industrial co-operation and democracy, which seems to have avoided the various defects of similar experiments, and may show the way towards the solution of many of our problems in this field.

This experiment is that of the Columbia Conserve Company, a canning factory at Indianapolis, Indiana, upon which considerable attention has centered recently. Fourteen years ago, this enterprise was transformed by its owners, the Hapgood family, into a co-operative concern, now exclusively controlled and managed by the working force which owns the stock collectively. This experiment has proved to be an unqualified, ever-growing financial success, while great improvements in the conditions of the workers, practically complete stability of employment, and genuine industrial democracy in the management, have been secured, and a fine spirit of fraternity and solidarity has developed among those

engaged in the enterprise in various capacities.

Both in the United States and Canada, a movement has been originated, aiming to bring about in other industries suitable for the purpose, whenever the men capable of conducting such enterprises are at hand, a system of organization inspired by that adopted by the Columbia Conserve Company. Canada seems to be a country well suited for such enterprises. Already the Canadian National Railways, the Bell Telephone Co., and several plants such as Proctor and Gamble Co., Hamilton, S. C. Johnson and Son, Ltd., Brantford, Ont., and others, have gone a long way toward co-operation and democracy in their methods of dealing with their employees, and the results have been most encouraging indeed. Moreover, the serious social and economic difficulties with which the world is now being confronted are actually felt in Canada, and invite all those anxious for better days to promote such reforms as may contribute to bring about, through good will and education, without causing serious disturbances, a social order capable of functioning in keeping with the changed conditions of life brought to humanity by modern industry.

This movement requires the co-operation, not only of enlightened technicians and industrialists, but also of those who happen to have been privileged by the present social order and are conscious of the responsibilities implied therein. Thanks to their support, it is expected that a fund can be created, to finance experiments in Canada similar to the Columbia Conserve Co. For instance, this fund may be used in buying stock of industrial concerns suitable for the purpose, or in subscribing the stock of some new enterprise initiated by technicians well qualified for such an undertaking, with an engagement to sell back that stock to the working force after the latter has been organized as a co-operative concern. Other methods of using this fund may be adopted in assisting industrial and community enterprises of a co-operative character; in no way, however, is the fund to be used for purposes of a political nature.

To initiate this fund, a foundation with membership was formed, named Robert Owen Foundation in remembrance of the great British advocate of industrial co-operation. Its membership is open to anyone desirous of sharing in its endowment, thus contributing in this effect toward better social conditions in their country. A gift of at least $100.00 secures membership. The Foundation welcomes also sympathizers as Associate Members, paying an annual fee of at least $3.00.

Already a number of Members and Associate Members have enrolled, and more than $21,000.00 have been pledged. On the other hand, under the auspices of the Foundation, six Canadian students contemplating future efforts in this movement will spend the summer months with the Columbia Conserve Co., with a view to gaining practical knowledge of the methods prevailing there.

The Foundation will be incorporated, and the regular governing bodies elected, as soon as sufficient support has been secured to ensure practical results. In the meantime, Prof. H. Lasserre, of Victoria College, Toronto, has been appointed provisional Trustee, and Mr. Spencer Clark, Secretary-Treasurer, to receive applications for membership, contributions and gifts.

A copy of the Constitution and By-Laws of the Foundation will be gladly mailed to you upon request. Moreover, Mr. Lasserre or Mr. Clark will be pleased to arrange for an appointment with you, if so desired, and convey further information, or send literature, about the plan, also about the experiments of the Columbia Conserve Company, Indianapolis, Indiana.

Although it may be unnecessary to say it, none of us has any private interest in this undertaking; our only motive is our conviction that some further action should be engaged in to improve human relationships in industry, and that the initiative has to be taken in some manner by someone.

Yours very truly,
ROBERT OWEN FOUNDATION.
By Henri Lasserre.

Tough World

A little girl said to her mother: "Mama, if I grow up and get married will I have a husband like father?"

"I don't know, dear. Very probably you will."

"And if I grow up and don't get married, will I be an old maid like Aunt Mary?"

"Perhaps," answered the mother.

The little girl thought it over for a moment. "Mother," she said, "it's a tough world for us women, ain't it?"

—Junior Safety Special.

"EQUALITY"

By R. H. Tawney

A new book by Mr. R. H. Tawney is always an event. His work is of social significance for his books are invariably potent contributions to the literature of Socialism. His "Acquisitive Society" is one of the greatest Socialist tracts of our generation. His latest book "Equality" is not less important. It is written with the usual brilliance of phrase and epigram, in language of glorious stateliness and yet with subtle and sustained irony. It is a powerful indictment of our social values and an exposure of the fundamental weaknesses in our social structure. It offers a scale of ethical and moral principles on which "good" life in a society alone is possible.

What kind of society is it agreeable to live in? An understanding on this point will prevent an infinite amount of waste in effort later on. It will help us to discern what is wrong with our social life today. Perhaps we shall find that the remedy of our present distresses lies not altogether in the realm of machinery —economic technique and industrial organization—but also in the alteration of those ideas and mental habits which result, in practice, in clogging the machine and hampering the transition to a more efficient technique and a more intelligent application of resources. We should aim at making our society such, that it takes its tone not from "the proprieties existing in our present social relations," but in a regard for common human needs and individual intelligence. Each generation, of course, regards as natural the institutions to which it is accustomed. Inequalities, therefore, tend to be regarded with indulgence. Too few workers are conscious of their dignity as human beings—too many, in their hearts are prone "to admire the rich." Mr. Tawney declares that what gives significance to the working class movement is not merely the demand for material needs, for comfort and amusement, but the underlying idea of social solidarity as a corrective to the exaggerated emphasis on individual advancement through the acquisition of wealth. It is a movement which resents the moral humiliation produced by gross contrasts of wealth. Social solidarity depends on a common culture, and that, in a large measure depends on economic equality—the removal of the sharp differences of economic status and education and of the present graduated system of social classes.

Mr. Tawney does not declare that equality means that all men are, on the whole, very similar or equal in their natural endowment of character and intelligence. But it means that as human beings all men are entitled to consideration and respect so that each may develop such powers as he may possess. Because men are men, social and economic institutions—property rights, industrial organizations, the system of public health and education, etc., should be planned to emphasize and strengthen "not the class differences which divide, but the common humanity which unites." Men possess in their common humanity a quality which is worth cultivating. Society should eliminate the inequalities which result from its own bad organization and plan those institutions which meet common needs and those arrangements which are a source of common enlightenment and common enjoyment.

It is from this standpoint that the argument of the book is developed. Mr. Tawney examines the contribution to the idea of equality by the French and early English political thinkers, the meaning of class, the structure of English society, the economic strata in capitalist society, the distribution of wealth and ownership and the consequences of that distribution in terms of power, privilege, physical well-being, enlightenment, and human happiness. What matters to a society, says Mr. Tawney, is less what it owns and more what it is and how it uses its possessions. It is civilized in so far as its conduct is guided by a just appreciation of spiritual ends and uses its material resources in liberating and cultivating the powers of the individual human beings who compose it and in promoting their enlightenment, dignity and refinement. In glowing eloquence, Mr. Tawney describes the conditions of a sound culture and its need to draw its nourishment from the common life of mankind.

The argument that the idea of equality is satisfied if all enjoy equality of opportunity is torn to shreds. Individuals can ascend and get on. "What a view of human life such an attitude implies! As though opportunities for talent to rise could be equalized in a society where the circumstances surrounding it from birth

are themselves unequal! As though, if they could, it were natural and proper that the position of the mass of mankind should permanently be such that they can attain civilization only by escaping from it!"

Opportunities to rise do not make immaterial the existence of sharp disparities of income and social conditions.

"Opportunities to rise, which can, of their very nature, only be seized by the few, are not a substitute for a general diffusion of the means of civilization which are needed by all men whether they rise or not."

In the absence of measures which present the exploitation of groups in a weak economic position by those in a strong, and make the external conditions of health and civilization a common possession, the phrase equality of opportunity is obviously a jest! "The worker . . . may not have mastered the intricacies of the theory of chances but he possesses enough arithmetic to understand the absurdity of staking his happiness on the possibility of his promotion, and to realize that, if he is to attain well-being at all, he must attain it, not by personal advancement, but as the result of a collective effort, the fruit of which he will share with his fellows."

It is interesting to note that while Mr. Tawney argues that economic equality is as necessary as political and social equality, he is more concerned with the equalization of the conditions of life (such as the extension of social services for education and health life), than for the equal distribution of wealth. He does not bother whether one man should earn more than another, "for where . . . community of environment and a common education and habit of life have bred a common tradition of respect and consideration, those details of the counting house are forgotten or ignored. It is that some classes should be excluded from the heritage of civilization which others enjoy, and that the fact of human fellowship which is ultimate and profound, should be obscured by economic contrasts which are trivial and superficial." What a community requires is that its work should be done and done with the minimum of friction and the maximum of co-operation.

Mr. Tawney then pleads for generalizing by collective action the advantages associated in the past with the ownership of property. He wants all citizens to enjoy, apart from wages, a social income provided from the surplus remaining after the necessary costs of production and expansion have been met, and made available on equal terms to all. His case for social services is powerfully put. He points out the many human, moral and economic advantages, indicates the gains already achieved and shows how the standard of civilized life depends almost entirely upon the social provision already made.

How that social provision is to be paid for is not burked. Principles which should guide taxation and the distribution of our national income are argued with great persuasiveness. It has been objected that in the present crisis the laudable object of Mr. Tawney is beyond our reach. The answer is in the ideas and habits of life with which questions of this kind are conceived. Power and privilege will not be surrendered without a struggle and more than persuasive eloquence may prove to be required, but Mr. Tawney has a great faith in the immense possibilities in education and no society can go back on the equalizing of conditions which the social legislation of the past few decades has tended to produce.

Space forbids a detailed statement of Mr. Tawney's case. We are grateful to him for a noble work.

A. C. J.

'Sto Bad

The saddest story of the month is the youth who joined the navy to see the world and spent four years in a submarine.

Patient: "Doctor, what are my chances?"
Doctor: "Oh, pretty good, but don't start reading long continued stories!"

First Scribbler: "I'm broke. Can't sell my book."
Second: "What's it called?"
First: "The Art of Salesmanship."

The track supervisor received the following note from one of his track foremen: "I'm sending in the accident report on Casey's foot when he struck it with the spike maul. Now, under 'Remarks,' do you want mine or do you want Casey's?"

Criminal Lawyer (to his wife): "Hide all your jewels and all other valuables."
"Why?"
"The man I got acquitted of a charge of theft is coming to thank me tonight."

Current Events

By the Man in the Street

Well, wheat at the elevators is down below 50 cents. The farmers are probably wondering if that's what Mr. Hoover meant when he said everything would be all right if we just "continued giving the American people a chance."

* * *

The other day we listened to a pep talk by the sales manager of a large oil company. He started in by announcing a cut in salary for the sales force, the third reduction in six months. And then without even waiting for the salesmen to recover, he outlined a sure-fire, scientific method for getting business, the cardinal point of which was: Don't talk hard times. Don't even mention depression.

* * *

Another nationally known concern has instructed its salesmen to insist that these are normal times, that 1928-29 was a boom period and that we have merely returned to normalcy. We suggest that the company furnish the salesmen with bullet-proof vests—or at least kick-proof pants—when it is necessary to call on some grocer whose business is off about half because of unemployment among his customers.

* * *

The President says our trouble is due to "frozen confidence." This summer's hot weather ought to take care of that little matter.

* * *

According to the Thomaston (Ga.) Times, the farmer at last is to get a lucky break. Indications are that it will cost him less this year than ever before to feed the boll-weevils.

* * *

"Business has to compete for the public's dollar," says an advertising authority. Yeah, but the public hasn't got a dollar, it's only got about 50 cents.

* * *

Big business continues to adjust production downward to consumption. Some day we may be intelligent enough to meet an economic crisis by adjusting consumption upward to production.

* * *

"World-wide Ills Blamed On Lack of Imagination," runs a newspaper headline quoting Sir Arthur William Currie, a famous general. A famous churchman blames our trouble on lack of an old-fashioned national religious revival. A great financial leader believes our depression is due solely to a lack of optimism. However, we are inclined to disagree with the diagnosis as made by these three profound thinkers. Rather we feel that unemployment just goes to show what happens to people who fail to keep a horseshoe hanging over the door.

* * *

What's all this talk about a "Red Trade Menace?" Didn't Herbert Hoover, on March 21, 1921, assure us there could be no such thing? Said Mr. Hoover, "Under the Bolshevik economic system, no matter how much they moderate it in name, there can be no real return to production in Russia, and therefore Russia will have no considerable commodities to export and, consequently, no great ability to obtain imports. . . . That requires the abandonment of their present economic system." In 1921 Russia could "have no considerable commodities to export," and in 1931 Russia is "dumping" commodities, we are told.

* * *

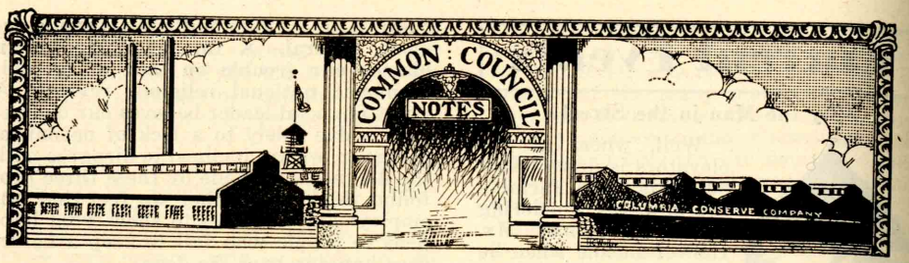
A Washington news item informs us that former Labor Secretary Davis drafts a plan for the rehabilitation of the coal industry. The article says, "Through mergers, Davis believes, the bituminous coal industry could put itself on a firm basis like the steel industry." With the steel industry operating at around 40 per cent. of capacity, heaven help the coal industry if it is also to be put "on a firm basis."

* * *

Andrew Mellon says that any new tax plan must take in larger masses of people, must include people of smaller incomes. The idea seems to be that we can strengthen business by lowering consumption.

* * *

A news item quotes an American engineer home from Russia on vacation as follows: "Russia's system is just the reverse of what is in effect in America. We think of a superintendent hiring men, but in Russia the men hire their bosses. No worker can be fired. He can quit or be transferred, but he cannot be fired." And now at last we understand what they mean by "forced labor" in Russia. It must be forced because it can't be fired. Here we have free labor because it is free to be fired. Well, we are glad that matter is cleared up.



Special C. C. Meeting, Monday, June 22

Chairman, Kenneth Lucas.

Attendance 37 men, 18 women. Visitor, Eugene Nelson.

The minutes of the preceding meeting were read, corrected, and approved.

It was asked that the minutes dealing with the report on the Silk Guild, Inc., given by Powers Hapgood be rephrased and submitted to Council at the next meeting for approval.

The first item on the agenda was a question raised about the way vacation allowances are considered. It was asked that we consider whether or not salary and wage service should be combined in order to figure council service vacations, and also the figuring of regular vacations, when both bases have been worked under by an employee during any given year. It was pointed out that our present methods includes the time only for salaried service and that it does not give credit for service on wages when an employee has been on wages part of the year and then placed on the salaried status and finishes out the year in that status. A general discussion of this matter was entered into.

The reasons for asking for the discussion were explained as follows: (a) That a seeming injustice was being done those people who had served on wages during part of the year and were later placed on salary but were not given credit for the total time when vacation allowances were figured. (b) That if we considered vacations as necessary for rebuilding of physical and spiritual energies for further service to the company we were inconsistent if we did not figure both bases of payment as equally entitled to consideration for vacation allowance.

The question was asked, "Why do we grant vacations at all." The explanation was given that our premise is that vacations are allowed for the purposes of rebuilding our physical energies and for spiritual recreation. They were not to be considered as rewards for service. It was added that less emphasis was being placed on vacations, as such, as a need for physical rebuilding and more emphasis was being placed on our health program and that anyone in need of rest could be given a leave of absence at any time upon recommendation of our doctor.

The question was then asked why we chose this particular subject for discussion at this time inasmuch as we have only a few people who came under any such consideration this year and vacations were figured as from June first in any year, and we would not be likely to make any action retroactive on a matter of this kind. The answer to this was that we might very well make this action retroactive if we agreed that the principle was sound and that if we felt that there was a discrepancy between the way we treated individuals on this kind of a basis and those who were on salary the entire year. It was stated by those opposed to making any change that there have been discrepancies between wage and salary workers at all times and that we were not yet in position to make every one on our payroll on an equal basis. Until the time when we can reach the position that we will not have any wage workers at all on our payroll we will probably have some differences in our treatment as between wage and salaried workers. It was stated, too, that we have been altogether more generous with our wage workers in recent months than we have ever been and we are not in position to go further than we have already gone with regard to changing our methods of treating wage workers. It was moved and seconded that when a person has been on both a wage and salary basis during the year that his service on both bases be figured toward vacation allowances.

There was some more general discussion following the proposal of this motion with persons speaking both in opposition and in favor of the motion. One person suggested tabling the motion and postponing action on this matter indefinitely. His point was that while we have certain ideals not fully attained as yet because of limiting circumstances beyond our control and although we are working towards those ideals, we must at all times be realists and that this is one instance where it does not seem possible or practical for us to make a change in our present ruling at this time. Another worker stated the belief that we don't want to share equally with our fellow workers and that if we did really desire to do so we could make the proposed change. The motion was put to a vote and there were five in favor with the balance opposed. This motion was declared lost by a heavy majority.

Howard Herner, Treasurer, gave a brief report on the bank situation. He stated that the Central Trust Company of Chicago had agreed to lend us up to a quarter of a million of dollars as outlined in a previous meeting but on a 60% valuation of our finished products rather than the 70% as previously proposed. Mr. Herner stated that warehouse men were on the job today ready to place our goods in the position of warehouse receipts covering inventoried value so that we might complete the arrangements with the bank. Mr. Hapgood suggested going ahead with the arrangement already made and that later, when we know our finished inventoried valuation at 60%, we discuss the matter again with the Central Trust Company officials and attempt to get a 70% valuation. He stated it as his belief that there was a decided fear complex amongst all bankers and that this state of mind was active and increasing and was really tantamount to a state of hysteria.

It was stated that the thing for us to do was to keep calm ourselves and not join the ranks of hysteria as others are doing all along the line. It was pointed out that there is no need for us to become panicky and that any evidence on the part of any one in our employ to display signs of extreme nervousness or fear should be counteracted by those others in our ranks who have a better command of the situation. An interesting case in point was given of an example of needed equipment when such equipment would serve the company in good stead as an efficiency measure and would really be a saving rather than a liability and the hesitancy to buy because of lack of ready cash. Our purchase department was cautioned about the unwisdom of such practises but was advised, rather, to buy whatever was needed and to try to secure extended datings on bills for such merchandise wherever possible.

The proposed new method for handling our labels was explained by Mr. Hapgood. Under this new proposal our distributors will buy their own labels and will receive a discount for same thereby securing for themselves some little saving and relieving us of the necessity of carrying a heavy inventory in label stock.

It was also mentioned that now would be an opportune time for us to try to sell some of our preferred stock amongst friends of ours who might have money to invest. Our preferred stock is very good so far as security is concerned and pays 7% cumulative dividends. Each one of us is urged to do whatever he can by way of soliciting the sale of preferred stock amongst friends and acquaintances.

It was explained that we had received word from Professor Henri Lasserre, Trustee of the Robert Owen Foundation, that some one individual in our company should be designated to represent the company in its membership in the Robert Owen Foundation. It is necessary, under the rules of that organization, that one individual's name be given as the representative when a company is a member. It was moved and seconded that Dorothea Nord Holt be appointed as the representative to hold membership for our company in the Robert Owen Foundation. Put to a vote this motion was carried unanimously.

Mention was made of the forthcoming company picnic which is to be held at Northern Beach on Saturday, July 18th. The question was asked whether or not we should invite the employees of the Riverbrook Farm to join us in this picnic. The answer to this, from those people associated with the Riverbrook Farm, was that it would be inadvisable to issue such an invitation to the Riverbrook Farm employees at this time because there is no organic connection between the farm and the Columbia Conserve Company, and furthermore pressure of work at the farm is so great now that the employees there could not be released from their work on that day to attend the picnic. It is understood that our own farmer who is taking care of the Columbia Farm is automatically included in the general invitation to all Columbians to attend the picnic.

The next subject on the agenda was the matter of what farm wages should

be allowed for work done at our Columbia Farm by employees of the Columbia Conserve Company. This involved the proposition of whether we should credit the full allowance of wage rate as paid by the company against the Farm or whether we should pro-rate the charge, crediting to the farm the going farm rate and carrying the difference on our own company ledger when persons from the factory went to the farm for periods of employment there during slack times in the plant. It was recommended that we continue as we are doing now to keep labor records of all such time spent by Columbia plant workers at the farm but that we do not make any money charge for such services until a later date. It was proposed that we could take an inventory at the end of the present calendar year to determine whether money has been made or lost on our farm operations up to that point. Later we will synchronize the same year end conclusion for farm operations as obtains at the factory, namely closing operations at both places on June 30th of each year. When we have had some slight experience with farm operations we can tell better what we ought to do by way of carrying certain accounts. The matter of what wages shall be charged for the time worked by the Columbia factory workers at the Columbia Farm will be considered again after we have taken the inventory for operations as suggested.

An announcement was made about a letter of thanks which had been received from the West Virginia Miners Relief Fund Committee for the goods we had recently sent to that organization. Kenneth stated that we were still somewhat ahead in the amount of time we have appropriated for Council's use and that we would again adjourn Council meeting 10 minutes early.

Meeting stood adjourned at 9:20 A. M.

Special C. C. Meeting, June 16

Chairman, Kenneth Lucas.

Attendance, 14 men, 18 women. Visitor, Alfred Sturman.

The chairman called the meeting to order at 7:30 and stated that Arlie Myers, head of the Mechanical Department, desired to place a matter before Council for its attention before the reading of the minutes.

Arlie asked Council to consent to have the men needed in repair work excused from the meeting because of pressure of this work and the need to get it done as quickly as possible. He stated that because of the shortness of some varieties of soups in our stock it was important that we get back to production as quickly as possible and every effort was being made to start production again during the week of June 22nd. If Council consented this would mean the withdrawal of nine men from the meeting. Council gave its consent to having these men withdraw so that they might go to their work in the plant.

The discussion then settled on the question of whether to have any Council meeting at all or not because of the small number in attendance due to the fact that the majority of our people were away on vacation. After some small amount of discussion there was unanimous consent to continue.

The minutes of the last special meeting were then read and approved.

Howard Herner reported on the bank situation as follows: Mr. Duvall of the Central Trust Company of Chicago had spent about six hours on the day of Tuesday, June 9th, at the plant inspecting our books and acquainting himself with our plant facilities and our method of conducting our business. Before his departure he stated he was very much impressed both by the physical aspect of our plant and the human relationship and business policies of our concern. He said that he would have to present his findings to his committee in Chicago and would then deliver the verdict to us. He intended to recommend to this committee that his bank loan us up to a quarter of a million dollars, if we want it, on warehouse receipts as outlined in the minutes of the last Council meeting. He promised to let us know on the following day by telephone what the decision was but two days later he telephoned that on account of mergers in Chicago banks in which his own bank was involved, and the subsequent confusion which this caused, it would require a week or ten days longer before he could get his committee together and get action on the matter. In the meantime the extension of time given us from the local bank had expired so Mr. Herner asked for an additional extension of another fifteen days from it which had been granted.

The next matter on the agenda was a report on the West Virginia Miners Relief Fund contribution. It was stated that 60 cases of No. 1 vegetable soup in dented cans had been forwarded, together with 30 cases of No. 1 tomato soup in good cans. This amounted to 4,320 cans of soup. These goods required a sum of $19.00 to cover the freight. The amount of money contributed by the employees reached the total of $91.75 to which an equal amount of money had been added from the company treasury. These goods had gone forward last week.

The next item on the agenda was a letter from George Pickett of Llano Colony in which he asked whether or not we cared to place an ad in the Llano Colonist. He wanted to run this ad without cost to us and said he was offering the same opportunity to other co-operative groups. There was considerable discussion in which some six or eight people expressed the opinion that we should not accept the invitation to place an ad in the Colonist. The chief reason emphasized by all the people who spoke against advertising in the Colonist, was that we did not care to give readers of the Colonist any idea, even indirectly, that we approved of Colony policies and were in any manner willing to give official sanction to Colony proceedings by the use of our name in that paper in any official capacity. It was the assumption of those people who spoke that if we permitted an ad for our company to appear in the Colonist it might be interpreted by the readers of the Colonist to indicate that we were in agreement with Colony management policies and were lending the use of our company name to Colony proceedings. No one spoke in favor of accepting the proposition. Because of a strong feeling of objection to having this possibility of misinterpretation it was moved and seconded that we do not accept the invitation from Llano Colony to place an ad in the Colonist. Motion carried unanimously.

The next matter on the agenda was the question of whether or not service charges should be made by the Bookkeeping Department on purchases, made through the company by employees, of goods that were to be used in work at the plant. It was explained that in the motion accepted by Council at the meeting on June 1st, it was Council's ruling that all purchases made through the company should bear a service charge of 25 cents each. As worded in that motion this would include all the white clothes bought by employees for use in the plant, and all farm purchases made for the Riverbrook Farm, and each would have to bear the usual service charge. After some slight discussion it was moved and seconded that articles to be used on the Riverbrook Farm and articles to be used by our employees in their work at the plant should be excluded from the service charge and from the minimum purchase charge as passed in the ruling of Council on June 1st. Taken to a vote this motion was carried unanimously.

The next item on the agenda was the matter of the budget books which had been explained at a previous meeting. These budget books were compiled by Professor Magruder of the Finance Department of Antioch College and were exceptionally fine for the use of keeping family budgets. These books could be obtained in bulk lots at very reasonable rates and the question was whether or not we cared to buy these books for the use of our employees or whether the employees cared to have the books bought in bulk and then pay for them individually. There was considerable discussion of this matter and a number of people spake in favor of having the budget books and stated that they themselves wanted to obtain them. It was finally decided to table this matter until a fuller attendance could be had sometime after the vacation shutdown period when all the employees could be informed about the books and each one given an opportunity to place an order for one if he cared to have it. It was decided that the best method of handling this would be to have one member of the organization take the orders and the money for the books and then to order whatever amount was re-

quired from the school authorities. This information and recommendation will be given at the first opportunity when a full attendance at Council is possible.

The next item on the agenda was a report on the Midwest Council of International Relations, which had been asked for at a previous Council meeting. On April 24th, Dr. David Edwards, director, addressed Council on the subject of the Midwest Council. The Council agenda had been so full of other matters since that date that it had been impossible to report on this matter at an earlier time although the data had been available for some several meetings past. At the time of the previous discussion the question was raised as to whether or not the Midwest Council was in any way affiliated with the National Council for the Prevention of War. It was for this reason that a report was asked for. The following summary of facts concerning the Midwest Council was presented for Council's consideration. Frederick Libby organized the work of the Midwest Council and started it but because of local American Legion feelings against Libby at the time of organization he advised that it remain an independent organization and it has remained an independent organization ever since its inception.

It does work for four national organizations as follows: (1) League of Nations Association, (2) National Council for Prevention of War, (3) The American Foundation, (4) National Student Forum for the Study of Kellogg Pact. This last named organization chiefly is interested in getting together study groups in high schools so that students can study the Kellogg Pact. The Midwest Council had taken over this work for the state of Indiana and three times as many students had been enrolled here as had been the case elsewhere. The Carnegie Foundation renders occasional financial assistance. There is no organic connection with Mr. Libby's organization, the National Council for the Prevention of War, for reasons as stated. The purpose of the Midwest Council is to build up a body of public opinion in the interest of disarmament and current world problems. It maintains a speakers' bureau and a literature department. The latter department distributes literature for twelve national organizations. On the dates of September 25th and 26th, 1931, a two day institute is to be held for the purpose of study and preparation for a disarmament conference to be held at Geneva, Switzerland, February, 1932. During this two day institute it is the intention of the Midwest Council to get as many delegates gathered together as possible to study the problems which will confront the disarmament conference at Geneva in February and to send these delegates back to their various localities so that they might, in turn, help to build up public opinion about the forthcoming disarmament conference. It is the intention of the Midwest Council to have state wide representation at this two day institute.

It was reported that Dr. Edwards had been informed at the time of securing this information that there was very little possibility of an immediate contribution by the Columbia Conserve Company to the Midwest Council because of the fact of no funds available at this time for such work. This is true because of a lack of ready cash which faces the Finance Department at this time.

It was decided to turn this matter over to the contributions committee for attention and later recommendation. A suggestion was made later that because of the fact that we cannot nope to make an immediate contribution to any one of five groups who have requests in for contributions for various organizations we had better write each group and explain our situation to them. It was suggested, too, that we send a marked copy of the June issue of the Cauldron in which our financial position is made quite clear. It was finally decided to ask the Secretary of Council to write each one of the organizations affected and give the reasons why we cannot make an immediate contribution to them and to tell them that we

will give their requests consideration at the earliest opportunity when a favorable condition is apparent in our own Finance Department. At a later date these requests will again be considered by our contributions committee.

The next item on the agenda was a letter relative to the matter of a milk producers organization. This organization was a co-operative-non-profit making one designed to protect the interests of the milk producers and consumers and to cut out the middleman's profit. The organization was affiliated with the State Farm Bureau. The letter gave a list of ten milk plants which were affiliated with the group in question and asked that patronage be given to this group so that price cutting tactics of other producers might be forestalled. There was some general discussion about this matter and some questions were asked and answered about the price of whole milk from the farmers to the distributors and the price of the finished milk from the distributors to the consumers. It was stated that some investigations should be made and if the facts as stated were found to be true we should give our individual patronage wherever possible to these concerns mentioned and also our plant cafeteria might buy milk from one of the ten distributors mentioned. The letter was read merely as information so that we as a group might do what we can to give support to the co-operative organization.

The next item on the agenda was a report from Kenneth Lucas about his second trip to Paterson, N. J., to do some auditing for the Silk Guild, Inc. Ken reported briefly on the conditions he found at the time of his second visit and stated that at that time he and Mr. Hapgood had urged the Kimball sisters to sell their inventoried goods at the then market price and realize what they could on them. It was the opinion held by them that the prices might drop still lower and the inventoried value would be decreased by that much. The advice given by them was not taken at that time.

Ken then asked Powers Hapgood to state any further facts about the situation that he might have because Powers had made certain investigations about sources of outlet for the goods produced by the Silk Guild, Inc., since that time.

Powers stated that he had tried to make some contacts possible for the Kimball sisters, chief of which was with the J. C. Penny & Company. Some adverse conditions had been met since Ken's last visit and the business outlook for the Silk Guild, Inc., was not very good at present but in spite of all their business troubles and in the face of advice to discontinue operations the Kimball sisters insist on carrying on. They are determined to carry on their experiment even though it might mean the loss of their entire investment. It was stated that this determination on their part was a fine object lesson in unselfishness and application of Christian principles even though it might not be such a good indication of sound business procedure.

Later developments, when they are known, will be given to Council from time to time.

The Chairman read a list of the items remaining on the Council agenda and touched lightly on one or two of them but because of the shortness of time no one of them was entered into for discussion. Because of the fact that at the last Council meeting we continued for 30 minutes beyond our regular time it was decided to adjourn some 10 minutes ahead of time on this Monday to equalize the time spent.

The Chairman declared the Council meeting adjourned at 9:20 A. M.

Special C. C. Meeting, Monday, July 6

Chairman, Kenneth Lucas.

Minutes of the previous meeting were read, corrected and approved.

A request was made that the statement in the minutes of the previous

meeting which reads as follows: "The Cauldron states that our sales for the fiscal year ending June 30, 1931, would be 30% below the 1930 year whereas in fact the decrease will be approximately 15%." be changed to read "Our sales for the 10 months period ending April 30, 1931, would be 30% below the corresponding period for the preceding year, whereas in fact the decrease will be approximately 15%." That change was approved by consent.

Another correction in the minutes of the same meeting is the following. Instead of saying "Dr. Metcalf **and** Mr. Henry Bruere of the Bowery Savings Bank of New York City had stated that they would be very much more impressed by reading a report from an impartial but expert authority dealing with The Columbia Conserve Company than they were with the report contained in Mr. Hapgood's "An Experiment in Industrial Democracy," it should read that Dr. Metcalf **had been told by** Mr. Henry Bruere of the Bowery Savings Bank of New York City that he, Mr. Bruere, would be very much more impressed by reading a report from an impartial but expert authority, etc.

Chloe MeHarry, label room forewoman, reported on a situation which had arisen concerning Dollie Rusie. The report stated that Dollie had taken a four week vacation period when, technically, she was only entitled to a period of three weeks. Because of this fact, the Bookkeeping Department had withheld her check for the fourth week, and Chloe brought this case to Council so that the matter might be decided one way or another.

In order to arrange the distribution of work during the vacation period, Chloe had made investigation two weeks before the shut down period as to the vacation time to which each employee in her department was entitled. She found that two or three of the members of the department would be entitled to an extra week's vacation for Council service providing that they attended all meetings of council between the time of her investigation and the shut down period. She urged them to put in the necessary attendance, and stated that she would assume that they would earn an extra week by attendance at all meetings between the time she spoke to such workers and June 1st. Dollie Rusie was one of the girls spoken to and apparently Dollie made an effort to attend the meetings referred to by Chloe.

On Friday, May 15th, by special action of Council all persons present at that Council meeting who left during a five minute recess which was granted at 9:00 were not given credit for attendance at the meeting. Among those people who left that meeting was Dollie Rusie and that fact disqualified her from being entitled to a fourth week of vacation.

On the Thursday preceding the Friday upon which she began her vacation she was told by Frieda Marschke that there was some doubt as to whether she was entitled to her fourth week, but that Frieda would check upon the matter. A list of people who were entitled to an extra week for vacations was placed on the bulletin board and on it was Dollie's name with a question mark after it showing that there was a question as to whether she was entitled to an extra week's vacation. Apparently, Dollie disregarded the doubt surrounding her case and without asking any questions about it took a four weeks vacation and returned to the plant for regular work on June 29th. There was a good deal of feeling of sympathy expressed for Dollie in this situation, but it was generally recognized that it would have been much wiser for her if she had hesitated to take the fourth week and asked questions of either Chloe or Frieda or both. It was pointed out that one way of excusing Dollie for what seemed to be lack of good judgment on her part would be to make void the motion concerning Council meeting attendance for the night of May 15th. That, however, was felt by others to be the wrong course to follow in that

doing so would give rise to other cases which might in turn present us with other difficulties. After a good deal of discussion D. R. Donovan moved that Dollie be granted her extra week's vacation because of mitigating circumstances that surrounded her case. This was seconded and put to a vote. For the motion, 17; against, 43. The motion was declared lost.

After some further discussion W. P. Hapgood moved that the motion of Council passed May 15, 1931, be reversed insofar as that particular Council meeting is concerned because of its retroactive nature. (It was pointed out that acceptance of this motion would mean that Dollie automatically become entitled to payment for her extra week's vacation.) This motion was seconded and carried with one or two dissenting votes.

Appropos to the above discussion the chairman of Council was asked to place on the Council agenda the question of whether we should discontinue the granting of vacations for Council service, beginning with the present fiscal year.

W. P. Hapgood was called upon to report upon the general situation and he made the following statement: "The most serious and difficult problem that confronts us is the one of financing the business for the few months immediately ahead of us. The major problem, which was the stabilization of our debts, we have met successfully, but that does not mean that we are out of every difficulty. The stabilization of our debts does not affect in any way our cash resources, and that fact can be clearly seen through a comparison of our present position held by us at this time last year. In July, 1930, we were in a position to draw upon a bank credit of up to $225,000 whereas this year we have no such facilities and our need for cash is as great now as it was a year ago. Last year at this time we had also sold future tomato soup up to 200,000 cases which was billed as soon as packed and for which we received cash. At the present time we have sold less than 10,000 cases of future tomato soup, which is characteristic of the general situation, and is significant when we know that we can only borrow from our bank 60 per cent. of the value of our finished products, which means that instead of getting $2.40 a case for tomato soup as we did last year, we can now only borrow $1.32 a case from our bank. The burden of meeting the situation as it now exists falls naturally upon the sales department and its chief task is that of using all its efforts to reduce our very large inventory. Time is an important element in the performance of this task and the sales department's objective should be to do all it can to reduce our inventory within the next six months. In all probability the banks will become more timid as the depression continues and in order to enhance our safety it behooves us to get as much liquid cash as possible in our treasury by next spring. The sales department have at least three objectives which they must aim at with all possible force and vigor. First, they must seek to sell products like catsup and tomato juice as they are packed so that we thereby increase our cash reserves. Second, the sale of as large a quantity of tomato soup as possible is highly desirable—payment for same to be made as it is packed so that our inventory is not increased by the new pack of 1931. Third, special salesmen should go out to interview a number of representative jobbers seeking as much information as possible about the position occupied by our products in the various markets. Our June sales revealed the seriousness of the present situation in which we find ourselves. They are less than 50 per cent. of the sales for the same month in 1930. Our spot business in general is in a bad way and all steps must be taken to remedy it. Leo F. Tearney asked the question of whether any arrangements had been entered into between our Chicago bank and ourselves with regard to giving the bank warehouse receipts for money borrowed from it. To this question Howard answered that we had made the arrangements referred to by Leo.

The following question appeared on the agenda and was brought up for discussion by the chairman. "Who establishes the plant grocery prices and policies?" In reply Miss Franz stated that goods in general were sold at our list price, but that dents were sold at one-half the list price. The Committee on Committees had been instructed to appoint a Grocery Committee to deal with this matter and this will receive attention in the next few days.

The chairman reported that complaint had been made with regard to the frequent use of certain names in the minutes and the omission of the names of other people who participated in Council discussions. It was stated that a rule was in existence to the effect that all names should be excluded, but that this rule had not been observed during the time that the minutes had been given publicity through the columns of the Columbia Cauldron. A. D. Myers stated that he was of the opinion that no names should be used, and expressed the feeling that we should be concerned more with what it said rather than who says it. In his experience the use of names in the minutes had led to his receiving letters from those members of the organization who were away from the plant during the time certain Council meetings were held at which he spoke, criticizing what he had said with regard to certain matters. One member of Council expressed the opinion that it would be unwise not to use names because it meant a great deal to know who said a certain thing as well as what that person had said, and that to follow the plan suggested of setting aside the practice of using names would make the reading of Council minutes much less interesting than it is at the present time. D. R. Donovan stated that he thought much of what was reported in the minutes was, of necessity, dependent upon the point of view of the one who wrote the minutes and that consciously or unconsciously there would be a tendency on the part of the secretary, or anyone else who wrote the minutes, to place emphasis on what seemed to him or her to be important. He thought this discussion would be helpful in correcting a tendency to underestimate the contributions and statements of some members of Council.

Powers Hapgood expressed the opinion that sometimes inaccuracies crept into the writing of the minutes and important contributions by some were omitted from the record. At other times the names of people who made or seconded motions were omitted whilst the names of those who contributed to the discussion following the making of such motions were included. Cornell Hewson thought that we might experiment with a plan of having the minutes written as we proceed with discussions at each meeting thereby insuring agreement upon the interpretation placed upon any motion or statement at the meeting in which either or both are made. Another member of Council suggested that at the close of each set of minutes a list of the people who participated in the meeting be made providing their contributions merited such mention. John Brophy expressed himself as being in support of the proposal to place this addendum in the minutes, and stated that it was his belief that the best we could do was to compromise between giving a verbatim report and one that would just be a record of decisions reached at and accepted by Council. It was agreed upon by consent that as a temporary measure we would try out the scheme of making a note of all the people who participate in a clear and relevant manner in the discussions held at any given Council meeting by noting their names at the end of the Council minutes.

W. P. Hapgood announced that the Sales Department would meet at 10:00 o'clock and that any member of the Columbia Conserve Company who had the time and felt inclined to do so, might attend the meetings of the department and participate in the discussions of the subjects on the agenda.

Before adjourning Albert Hines called

Council's attention to the fact that considerable neglect has been shown lately in the manner in which various people have allowed screen doors to be left open with the result that a great many flies had gained entrance into the manufacturing department. He urged upon each one of us to pay particular attention to this matter and to warn anyone who is neglectful about closing screen doors so that we might meet with the minimum amount of trouble from flies and other insects.

Meeting adjourned at 9:35.

(Signed) J. L. Evans, Secy.

The Young plan was to stabilize Europe. And now the Hoover moratorium is to stabilize the stabilizer.

From press dispatches it seems that even Mr. Butler, head of Columbia University, has decided there must be something askew with an industrial machine that produces hungry mothers and chrome-plated tire covers.

According to reports many communities are arranging to increase the facilities of their soup houses. We understand these Hoover Chain Stores are expecting a rushing business next winter.

Many reasons have been advanced for the federal farm board's abandonment of pegging and purchasing wheat. But the real reason, probably, was the failure of prosperity to materialize as predicted and anticipated by the administration.

Wife: "To think you used to catch me in your arms every night."

Husband: "Yes, dear, and now to think I catch you in my pockets every morning."

"See who's on the phone," said the boss to the office boy.

"Someone wants 'dearest,'" the youngster shouted.

Seven young men got up absently and moved toward the telephone.

Teacher (helping Jane fasten her coat): "Did your mother hook this coat for you?"

Jane: "No, ma'am, she bought it."

An Insult

She came to her husband in tears.

"I've been insulted!" she spluttered, "your mother has insulted me."

"My mother?" he exclaimed. "But, Alice, she's miles away."

"I know. But a letter came for you this morning addressed in your mother's handwriting—I opened it."

He looked stern. "I see. But where does the insult come in?"

Alice wept all the more.

"In the-the postscript," she answered. "It said: 'Dear Alice, don't forget to give this letter to George.'"

"How is it?" inquired the plumber, arriving at last to mend a broken water pipe.

"Not so bad," replied the householder. "While we were waiting for you, I've taught my wife to swim."

Was the landlord indignant when you asked for another month's credit?

On the contrary, it was I who was put out.

Edna: "How did you get th' mark on the cheek, Helen?"

Helen: "The boss had his pen behind his ear when he said 'good morning' to me!"

She Was Modern

An elderly lady walked into a railroad ticket office at Chicago and asked for a ticket to New York.

"Do you wish to go by Buffalo?" asked the ticket agent.

"Certainly not!" she replied. "By train, if you please!"

Two women were discussing a mutual acquaintance.

"She has a very magnetic personality," said one.

"She ought to have," said the other, "everything she has on is charged."

"What is your religion?" the recruit was asked.

Promptly and smartly came the answer, "Militia, sir."

"No, no, I said 'religion.'"

"Oh, 'religion,' sir, I beg your pardon, I'm a plumber."

—Boston Transcript.

Fountain Pigs

Farmer (proudly showing off his pigs): "That's the cutest little pig I have. His name is Ink."

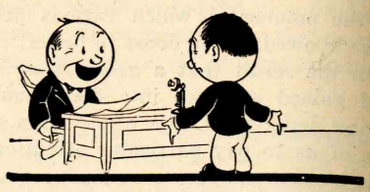
Visitor: "How's that?"

Farmer: "Because he is always running out of the pen."

She: "You remind me of the ocean."
He: "Wild, romantic, restless—."
She: "No, you just make me sick."

Johnnie: "I feel as if I had known you for years."
Mary: "I'll say you do!"

Giving the Game Away



"You look very downcast."

"Yes, my wife has been away for six weeks and I wrote her every week and said I spent the evenings at home."

"Well?"

"She is back now and the light bill has come in—it's for 50 cents."

When it came to the naming of the new mine the prospector's wife said:

"Will you name it after me, dear?"

"Yes, darling, I will," said the prospector, "yes, I'll name it in your honor."

And from that day to this, gentlemen, one of the richest gold mines in the Black Hills of South Dakota has been known as the Holy Terror.

Private J. P. Jay marched up to his colonel and saluted. "I would like a leave of absence, sir."

"What for?" queried the officer.

"My wife wants me to help her move, sir."

"I don't like to refuse you," said the colonel, "but I've just received a letter from your wife saying she does not want you to come home because you are more bother than help."

The soldier saluted and turned to go. At the door he stopped and remarked: "Colonel, there are two people in this regiment who handle the truth mighty carelessly and I'm one of them, I'm not married."

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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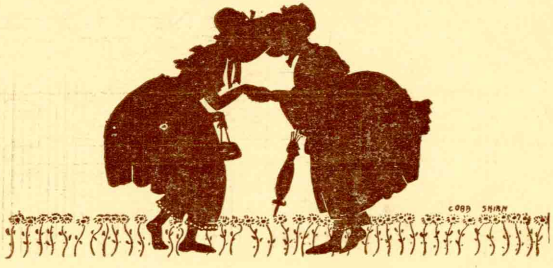

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THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

75

DISCIPLINE IN INDUSTRY

Within industry, discipline is an important means to secure intense and integrated work in production. Without such application of effort by labor, machinery and system would fail to a large degree to produce the volume of commodities that are the results of modern industry.

There is no one form of discipline, though many people talk as if that were the case. The common or oldest form is that in use in the capitalist industry. It is that in vogue in the open-shop or non-union plant. It is arbitrary and dictatorial. Management is its custodian, and the absolute right to discharge is its main weapon. Other and milder means are lay-offs, fines, etc. There are times when discharge and other forms of punishment may have some justification, but more often punishment is whimsical, irrational and anti-social. It is freely indulged in to defeat the workers' right to organize and better their condition. It checks the development of personality and inculcates fear. Such a form of discipline is a perversion of a reasonable principle. It is undemocratic and lives only in the atmosphere of absolutism.

Another form of discipline is a modification of the first. It prevails in the union shop. Here the right of management to discharge is very much curbed. Only upon cause can the boss exercise this privilege. Usually the reasons for discharge are specified in written agreement, and beyond such terms the right to discharge is denied. Under such conditions a degree of security to one's job obtains, the worker's self-respect increases, and fear of the boss is lessened. Punitive discipline is modified, to some extent, by joint working rules on the part of management and workers. With this type, some measure of constitutionalism with its checks and balances gives the worker a measure of freedom at work. This is a distinct improvement over the absolutism of non-unionism.

A third form of discipline is that which is developing in co-operative industry. Even with limited experience, workers owning the plant in which they work and their jobs—such as Columbia—have eliminated the worst forms of abuse and favoritism usually indulged in by management. Discharge is restricted, determined and reviewed by all the workers in their Council. Favoritism and pettiness on the part of foremen and leaders grow less and less in such a democratic group. This does not mean that discipline is abolished—quite the reverse. It is very much strengthened. It takes new forms—less recourse to punitive measures; more and more encouragement to the discipline that is self imposed by individual and group. This is democratic education at work to strengthen and smooth industrial and social processes. Unless there is this development in co-operative industry, there is only the form of democracy without the spirit.

To say that Columbia has perfected the democratic process would be to claim too much. What can be said is that reasonable progress is being made. More will be realized as the workers grow in experience and understanding. This will be obtained, not by evading unpleasant things, but by courageous grappling with facts. Being "hard-boiled" is not necessarily the way any more than being sickeningly sentimental. Being just to oneself and to one's fellow is more important, and on that rests the development of individual and collective responsibility for our social and industrial well being.

Some of the means to the continued growth of intelligent discipline is the exercise of discussion and the better understanding of the job. Such discussion can not be confined to the council room. It must be encouraged to express itself in

dining room and even on the floor of the plant so long as it does not seriously impede production and thereby injure the group result. This opportunity for discussion, management now enjoys by the very nature of its job, and has been helpful to them as they would be the first to admit. Department leaders and office executives come in contact with one another at different times during the work day, and discuss various items relative to work, management and discipline. They thereby acquire a concensus of opinion, a point of view that tends to control in Council.

Management has, therefore, as much to learn about self-imposed, intelligent and co-operative discipline as the so-called rank and file. Its duties and responsibilities are greater. The easy way is to judge and act in accordance with the standards of capitalist industrial discipline—the easy way, yet the wrong way, if co-operative enterprise is to move on toward the realization of the ideal. J. A. B.

No, No, Maudie

John Bunyan was not a specialist on foot troubles. People in Iceland are not called Equinoxes. The Hunchback of Notre Dame was not a football player.

New Definition

An optimist is a man who buys a car on time to go looking for a job.

Golf Widow's Consoler

"My husband is away much of the time and I want a parrot for company. Does this one use rough language?"

"Lady, with this bird in the house, you'd never miss your husband."

City Urchin (in the country for the first time): "This is just like grass, isn't it?"

Country Boy: "Why, it is grass."

Urchin: "No, it ain't, cos' yer don't have to keep off it."

Ruth: "Who is that fellow with the long hair?"

Eddie: "He's a fellow from Yale."

Ruth: "Oh, I've often heard of those Yale locks."

We know a girl in this town who worries so much that she would have brain fever if she had any place to keep it.

OUR TRIP BACK HOME

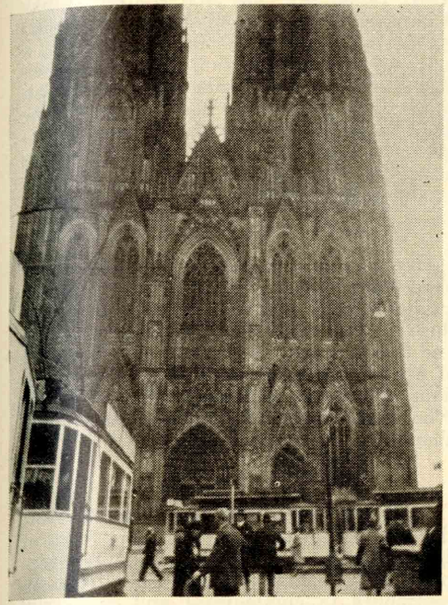
Having left my country five years ago and being sort of homesick, I decided on a trip back home. As my wife was born in this country, I had her accompany me to enjoy the trip and to meet my people. I also took my son, as he was born there, and now that he is older, I thought the trip would be educational for him as well as to renew acquaintances.

We made the trip from Indianapolis to New York by bus, and then after ten days of splendid weather on the ocean we arrived in Bremer-haven. From there we went by train into Bremen and then on to my home town, Dortmund. It was a grand home-coming and the folks were all excited, as they did not know of our proposed trip until they received our telegram from Bremen. Of course, all those that could be were at the depot to meet us.

We were very much surprised to find conditions so bad. The unemployment situation was worse than here, although an unemployed person there is better off than here, as he receives a small sum from the government to keep him alive. In order to receive this money he has to make two trips every week to the paying office. One is to register and the other to collect his pay. The first six months of unemployment, the non-worker fares pretty well, some drawing more money than when they were at work. This does not seem possible, but when a man is working, he has a number of deductions from his salary every week such as sick benefits, unemployed benefits and pension fund, which are taken off before he receives his check. This applies to women as well as men.

After the first half year of unemployment, he is turned over to what is called the Crisis. His pay is then somewhat reduced, but he still makes his two trips every week. Then if the city has any work to be done, they pick their men, and these are given a few marks more for the days they work. It doesn't amount to very much though. This work that they are put to may consist of cutting grass on vacant lots or building work or perhaps beautifying the city by putting in parks where formerly there was only weeds and rubbish.

There are quite a number of coal mines in the region where my home is, and they



KOLNER DOME
Köln, Germany, June 8, 1931.

were practically all shut down, which caused a good deal of the unemployed situation. In fact the mine where I worked before coming to America shut down just four days before our arrival.

We spent a couple of weeks in southern Germany with relatives, and here the unemployed condition wasn't so noticeable as in the Ruhr district. Southern Germany is a very interesting and beautiful part of the country. We visited a small town which is situated on a body of water called "The Bodensee." There is no train service into this place. All traveling in and out is done by ships of a pretty good size.

While here we visited the home of the "Graf Zeppelin," which is Friedrickshafen, and was nearby. It was indeed interesting to see this large monster of the air sail the sky and land as easily as a toy balloon. Coming back north from here, we traveled quite a way along the Rhine. We stopped at Köln and Essen to visit relatives. In Köln we visited the noted Cathedral called the "Kölner Dome." This church has more steeples than any other in the world. It is said work on this church has been going on for over a hundred years and is not completed yet. This is also the wine district, and wine can be purchased very cheap.

While in Essen we visited a large and beautiful park called "The Gruga." We did not get to see all of this park, as that would take two or three days. It is a wonderful park. While here we saw that new invention called "Track Zeppelin." It runs on the train track and is shaped like the Zeppelin, but not nearly so large. It has a propeller which works just like the one on the big ship.

The rest of the time we spent in Dortmund, taking in the beauty spots of this city. We went to a place up in the mountains called "Hohensyburg," which was very picturesque, and from there coming down we took in one of the largest bathing beaches in the world, called "Hengstysee." There are numerous other beauty spots which we enjoyed.

Our ocean trip home was not as nice as going over, as we had storm and fog all the way. Not one good day did we have on deck, which made the trip a little tiresome. At last we saw Liberty and soon were back in the good old U. S. A.

MR. AND MRS. WM. KALSCHEUER.

(Note: This trip was taken April 31 to July 19, 1931.)

FARM SCENE
Köln, Germany, June, 1931.

Current Events

"Hoover has definitely assumed leadership in curing the depression abroad," says a newspaper item. The very man for the job—he's been so successful at it at home.

* * *

And Andrew Mellon should prove a big help in straightening out German finances what with his department showing a deficit of only a billion dollars.

* * *

The president says our trouble is frozen confidence, but it is frozen mortgages that close a bank.

* * *

If optimism is the cure for a depression, the administration will get us out of the trough by Christmas.

* * *

"World Powers Save Germany From Ruin" runs a full-page headline. This makes the fifth time Germany has been saved in the last five weeks.

* * *

But then Germany shouldn't expect too much. Any business man who has ever gone broke knows that when one's creditors step in to save you, you are generally lucky if you come out with your hat.

* * *

It seems it is all right to render federal aid in the form of a moratorium at a cost of 250 million dollars when Wall Street has two billion dollars in jeopardy, but all wrong to render federal aid when six million unemployed and their families have their life, liberty and pursuit of happiness in jeopardy. Washington should be careful that this federal dole doesn't ruin Wall Street's initiative, rugged individualism, etc.

* * *

Everybody, from radical to conservative, is talking about capitalism being on trial. Some say that Mr. Hoover thinks it is possible to save our present economic system at the cost of the moratorium, a price of 250 million dollars. He'll probably find that it will take more than that. Capitalism can save itself only at the price of prosperity for the masses. Capitalism can prosper only when the masses have the money with which to buy the products it produces.

* * *

Henry Ford continues to talk about hard work. An Associated Press dispatch quotes him as saying, "There is only one thing in the world that makes prosperity, and that is work." Now if Henry and some of his boy friends will just give our millions of unemployed work, that will help even more than his frequent statements about it.

* * *

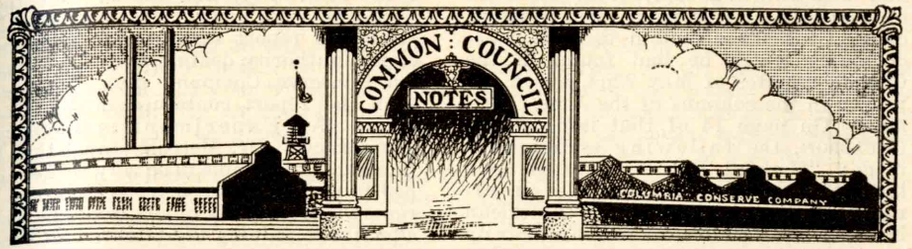
Says Barron's, "At the close of 1930, the total of private loans in the form of dollar bonds, American certificates representing German stocks, and direct investments in commercial and industrial establishments was between $1,350,000,000 and $1,525,000,000. As any collapse in Germany would be bound to affect adversely our holdings in Europe as a whole, it is well to bear in mind that our aggregate commitments on the continent are between $4,400,000,000 to $5,000,000,000, exclusive of inter-governmental debits." All of which may or may not have something to do with the "idealism and self-sacrifice" behind the Hoover moratorium.

* * *

A news item out of Washington reports, "The government is pleased with the way farmers who received drought loans are living up to their obligations. Many repayments already have been made, but mostly they are small amounts. One farmer paid 1 cent to the Memphis regional office as his first installment." It looks like some people are easily pleased.

* * *

Well, cotton is now about $50.00 a bale less, and wheat from 50 to 75 cents a bushel less than when the government began helping to improve the condition of the farmer. Back in June, 1929, President Hoover called this effort the "most constructive measure ever passed by Congress in the aid of a single industry." A little more help like that and the farmer will be in a bad way.



Through an error, the minutes for the Council meeting held on June 29th were omitted. They are herewith included in this issue.

We are sorry, too, that the minutes of the two meetings, June 16th and 22nd, were placed in the wrong sequence in the July number.

Special C. C. Meeting, June 29

Chairman, Kenneth Lucas.

The minutes of the previous meeting were read and approved. A request was made, however, that the paragraph in the minutes dealing with the time of the inventory at the Columbia Farm and the Columbia Conserve Company be clarified and that the following paragraph be substituted for the one which appeared in the minutes of June 22nd.

"It was proposed that we should take an inventory at the end of the present calendar year to determine whether money has been made or lost on the farm operations up to that point, and that we take another farm inventory on June 30, 1932, thus co-ordinating it with our plant inventory, and that we continue thereafter to take both inventories at the same time each year."

H. E. Herner reported upon the financial situation as follows:

"Since the last meeting of Council, the Finance Department had sent its representative to Chicago to interview officials of the Central Trust Bank in that city, taking with him certain warehouse receipts for finished products which enabled us to borrow from the bank a total of $113,000. Mr. Herner also asked the bank to lend us an additional $30,000 on open account or with some of our pulp inventory as security for same, or, failing that, that the money be loaned us with Mr. Hapgood's personal property as collateral. Mr. Duvall, the bank representative, stated that he could not accede to our request and that he thought it unwise to approach the bank committee upon the matter."

Mr. W. P. Hapgood gave a report of his experiences at a meeting of members of the Farm Bureau which met at his farm on June 25th. He stated that he told the members of the Farm Bureau, among whom there were several bankers, that he had a net investment on the farm of approximately $140,000, which includes land, improvements, machinery, live stock and feed, but that in spite of that fact he had failed in an effort to borrow $5,000 on his individual account in order to enable him to operate the farm a little more effectively. He was afterwards told that one of the bankers present challenged this statement, but he thought his challenge was lacking in seriousness because he did not make it to him personally. Obviously all he had to do to make good his challenge was to offer his money. Another banker in the same meeting admitted that the bankers in this market at any rate would loan money only on that kind of security which can be cashed almost immediately.

He asked the bankers the question of what assistance will cheap money be in bringing the return of industrial activities when those who wish to use it cannot buy it because they haven't the kind of collateral the conservatism of the bankers requires. He expressed the opinion that the chief cause of the continuation of the present economic situation is the attitude of the bankers towards credit.

Powers Hapgood stated that he had read in a bulletin of the National City Bank of New York a statement to the effect that that bank as well as many other banks were meeting with considerable difficulty in the lending of money and that they criticized severely the conservatism of the business men in general because they were reluctant to borrow money for business purposes because of a lack of confidence in their own and their fellow business man's ability.

W. P. Hapgood stated that following upon his reading of this bank bulletin, he had decided to write the National City Bank, asking them for further information about their policies with regard to lending money to business institutions,

and was awaiting reply from the bank authorities. At this point, Mr. Hapgood called Council's attention to some inaccurancies which he had found in the Council minutes of May 22nd, which appeared in the columns of the June CAULDRON. On page 14 of that issue of the CAULDRON, the following statement is made: "Howard Herner reported upon the bank situation. He stated that our arrangements with the Fletcher American National Bank here were that we clear up our indebtedness to it once a year, but that certain complications had arisen this year because of the present business situation which had made it impossible for us to do this up to the present time. The bank had sent special investigators to the office last week to investigate our books, with the result that the bank now asks us to place our entire inventory as collateral in its hands."

The facts in the case are as follows: That the bank had asked us to place all of our inventory in its hands as collateral for our indebtedness to it before it had sent its investigators to the Columbia Conserve Company office. The investigators came after the bank's decision had been reached, and their task was merely to check up on the figures which we had presented in our operating statement for the ten-months' period ending April 30th. Needless to say, the investigators found that our figures were quite accurate and expressed their satisfaction with the report. The investigation, therefore, produced a favorable rather than an unfavorable result insofar as we were concerned, whilst the CAULDRON report suggests the contrary. In the same issue of the CAULDRON is a statement which concerns the decrease in our sales for the current year as compared with the preceding one. The CAULDRON states that our sales for the fiscal year ending June 30, 1931, would be 30 per cent. below the 1930 year, whereas in fact the decrease will be approximately 15 per cent. The opinion was expressed that inaccuracies should be avoided at all possible cost and that the Finance Department be consulted whenever the secretaries of Council have any doubt as to what is meant by anything contained in the treasurer's report.

Mr. Hapgood reported upon a proposal that had been made to him by Dr. H. Metcalf of the Industrial Experimenters' Associated, in which Dr. Metcalf suggested that Mr. Hayes Robbins, at one time personnel director for the Boston & Maine Railroad, be invited to investigate the Columbia Conserve Company and its activities. Dr. Metcalf and Mr. Henry Bruere, of the Bowery Savings Bank of New York City, had stated that they would be very much more impressed by reading a report from an impartial but expert authority dealing with the Columbia Conserve Company than they were with the report contained in Mr. Hapgood's "An Experiment in Industrial Democracy." Dr. Metcalf stated that he thought Mr. Robbins to be very well equipped to make such an investigation and to report thereon. His report would be more effective in gaining the attention of bankers and other business men than would be gained by a report made by any member of the Columbia Conserve Company. Such an investigation would also be helpful to us in that it would assist us to see ourselves in better perspective. It was suggested that such a report be undertaken by the I. E. A., and financed by that organization, but that if the I. E. A. should find it difficult to provide the money for it, we could lend the organization whatever sum it might need and ask that same be repaid to us at the earliest possible opportunity. In a vote, Council showed itself to be unanimously in favor of such an investigation being conducted, and after some discussion it voted in favor of lending the I. E. A. any money that it might deem necessary to borrow in order to proceed with the investigation and secure the investigator's report. It was decided, however, that steps be taken to find out what such investigation would cost and to report upon whatever information is received to Council.

Cornell Hewson asked for a reconsideration of the decision reached at an earlier Council meeting to defer payment of one-half of our salaries until such time as our financial situation is made considerably easier than at this time. He asked that we consider other ways and means of getting ready cash than the plan already adopted, and asked whether any alternative plan had been discussed by Council. The chairman replied that the only alternative plan which was placed before Council was a supplimentary one of doing away wholly or in part with our health program. This proposal, Ken explained, had been definitely set aside by decision of the majority of Council members. Hewson put forward the idea that we might realize a great deal of ready money by the sale to our jobbers of the labels which we now have in stock for them. He thought that we could get more money by that means and get it more quickly than by the plan of deferring payment of one-half our salaries, and he asked that if Council agreed with him that the plan with regard to salaries be set aside. W. P. Hapgood expressed agreement with Hewson that we had an excessive inventory and that one of the chief problems confronting us was the liquidation of it not only insofar as the labels are concerned, but also with regard to soup and pulp. He expressed considerable doubt as to how much money we would get by following the plan proposed by Hewson and said that he was opposed to setting aside the plan adopted with regard to salaries because of the offchance that we might realize several thousand dollars on the sale of labels. He thought that the sale of labels to jobbers could be followed through and the results of doing this would assist us in the solution of our general financial problems, but he thought that the time had come when we should tap every resource so that we might get and retain as much liquid money as is possible. Those who spoke on this matter expressed their opinion as being in favor of doing whatever could be done to sell labels to our jobbers, but that we should not set aside our decision to defer payment of one-half salaries on the off-chance of making fifteen or twenty thousand dollars or more on selling labels. The question of selling labels to the jobbers was referred to the sales committee, but it was stated that any members of the sales department who would like to participate in the discussion of this propoosal be asked to be present at the meeting of the sales committee.

Jack Evans reported upon his speaking trip to North Carolina and his experiences there, and Powers Hapgood and Opal Hassenzahl reported upon their venture among the farmers of Angola and district in Northern Indiana.

Meeting adjourned at 9:20.

JACK EVANS.

C. C. Meeting, July 13

Chairman, Kenneth Lucas.

The minutes of the previous meeting were read, corrected and approved. The correction noted was to the effect that Dollie Rusie's name with a question mark behind it did not appear on the bulletin board in the dining room as stated in the minutes, but on the notice board in the Label Room.

The chairman reported upon a decision reached by the River Brook Farm Council meeting to the effect that it had decided to offer produce from the farm to individual members of the Columbia Conserve Company at a price 15 per cent. above wholesale prices, providing the employees wanted to take advantage of this offer. It was explained that the offer would not be extended to the dining room, for the dining room would be expected to purchase goods from the farm as from any other source, at the current wholesale market price. Agreement was expressed by consent to acceptance of the above proposal, and the matter was referred to the Grocery Committee so that it might handle this business in whatever way it thinks expedient.

The chairman called upon Powers Hapgood to give a report of the work done and decisions arrived at at the sales meetings of last week. Powers stated that one of the most important decisions arrived at was the one which extended to the group leader of any sales group the authority to arrange free deals in a sales campaign which he thinks likely to be the most effective, and concerning which the jobber will agree to bear one-half of the cost of such a free deal. The Sales Department also agreed to a reduction in the per diem allowance paid to salesmen, bringing it down from $6.00 to $5.00 a day, and a recommendation to this effect, Powers stated, would be placed before Council later on in the meeting. The Sales Committee and the Sales Department had agreed upon the division of our products into two categories:

1. "Price Appeal" class in which appear such items as catsup, pork and beans and strained and condensed tomatoes.
2. "Sales Assistance Items." Products upon which we would have to continue to give the jobber selling assistance as we have done in the past. In this class appear all our soups and chili con carne.

Jack Evans added that the Sales Department had unanimously decided to suspend the operation of the privilege which has been extended to all salesmen to take their wives with them on a sales trip of three or four weeks' duration at the company's expense. In view of the present situation it was decided by the department that this privilege should not be extended to anyone in the department—unless special circumstances make it necessary.

The recommendation of the Sales Department with regard to the reduction of the per diem allowance was next placed before the meeting in the following motion: "That we, the Sales Department, recommend to Council that the present per diem allowance of $6.00 a day with $5.00 for Sunday be reduced to $5.00 per day or a total of $35.00 per week, as a temporary measure. This action is recommended because of the difficult financial situation which faces the company at this time." The chairman called for discussion upon this recommendation, and there

was a great deal of it. Mary Lipferd expressed opposition to the proposed reduction because she thought that our salesmen should be well cared for while on the road, and that paying $6.00 is not too much for that purpose. John Barron expressed opposition to Mary's point of view, and Dan Donovan stated that he thought $5.00 would be enough at this time. Bert Hines and Chloe MeHarry expressed the opinion that they would prefer the adoption of a system of straight itemized accounts and Howard Herner supported the point of view expressed by Bert and Chloe with considerable vigor. Howard characterized the reduction proposed by the Sales Department as a gesture, to which John Brophy replied that he thought it was very much more than a gesture, but that he recognized that whether it was or not was a matter of opinion. He stated that the whole department was completely in favor of a per diem allowance and was opposed to the idea of an itemized expense account system. The chief reason for the department's opposition to the itemized expense account system was that it would lead to a great deal of bickering among the salesmen and it would serve to keep the question of sales expense allowances continually before Council. John thought that the per diem allowance would be better for the salesmen and certainly for the group as a whole, because it would save a good deal of wrangling over what would after all be a matter of secondary importance. Arlie Myers moved that the recommendation of the Sales Department be accepted. In making the motion he expressed the opinion that not more than 15 per cent. of the members of Council could vote intelligently upon this matter because of lack of experience and understanding. Powers spoke in opposition to the suggestion that we adopt an itemized expense allowance because he thought the standard of living of salesmen would be brought down because of competition between one and another in an effort to reduce expenses and keep down costs. He had seen this happen in his own experience whilst serving the United Mine Workers' organization, and the system would have a bad effect if introduced into our company. He stated that he thought we should maintain the standard of living of the salesmen in comparison with the standard of living enjoyed by other companies' representatives. If we fail to do so, he thought, we might suffer as a consequence.

H. E. Herner stated that he had made what seemed to him a reasonable request to the Sales Department, which it had turned down. He had asked that the salesmen continue the same per diem allowance as they have been receiving for an indefinite period, and that during that time each one keep an itemized account of his expenses so that the Bookkeeping Department might have some accurate information to use, if need be, later on upon which to base allowances. Someone stated that already some questions had been asked concerning the differences between the expenditures of one salesman as compared with another of the salesmen in the matter of samples, and that that fact indicated that there would be a great many more insidious comparisons made if we had an actual expense allowance system. Criticism was made of our present system to the effect that the salesmen saved money from their present per diem allowance. One of the Council members called attention to the opinion often expressed that this was offset by the additional expense to which a salesman is subjected by way of clothing, laundry, etc., and in the case of married men who maintain homes by the fact that they have to engage other men to do work around the house whilst they are away.

C. W. Knapp raised objection to the suggested system of allowing actual expenses on an itemized account basis because it is cumbersome and because he thought it just as unreasonable to expect a salesman to account for every penny he spends on the road as it would be to ask salaried workers to give an account of the way in which they spend their salaries. H. E. Shelley disagreed with Red and stated that the Bookkeeping Department should get all the information it needed, and that it was the job of the Bookkeeping Department to give and ask for this information regardless of what attitude was shown on the part of those from whom it is sought. Dan Donovan called attention to the fact that the $6.00 per day was a fair daily average of the expenses met with by the salesmen whilst on the road. Some days expenditures would exceed the average and other days they would be less. The point of whether people saved money out of their allowance or did not was in his opinion no more relevant than the question of whether people saved out of their salaries. Chloe replied by stating that she thought both Dan and Red were completely off the point. Finally the motion that the Sales Department's recommendation be accepted was seconded, and the question called for. All voted in favor of it except ten who voted against it, and four who registered themselves as undecided. Dorothy Nord Holt suggested that for the temporary period during which this resolution is operative, the salesmen be asked to keep the kind of expense account that Howard had suggested before the Sales Department meeting so that the Bookkeeping Department might know what the actual expenses of a salesman are whilst on the road.

Two members of Council spoke in support of Dorothy's suggestion and a like number opposed it, mainly on the grounds that such a plan would have little value because of the limited character of the present and future allowances. It was stated that so long as a salesman is permitted to spend only up to $5.00 or $6.00, it is impossible to find out how much such a salesman needs on the road, and a test under such circumstances would be invalid.

Claude Pennington and Powers Hapgood spoke in opposition to the suggestion and so did John Brophy. Miss Franz spoke in support of it. Finally the following motion was put to the meeting: "That the salesmen be asked to keep an itemized account of their expenditures during the temporary period whilst the $5.00 a day allowance operated, so that the Bookkeeping Department might have information which it might need when it comes time to readjust the allowance again." The motion was seconded. Howard explained that it was not his intention that the Sales Department members should turn in such an expense account to the Bookkeeping Department each week, but that they should keep it so that it might be available when asked for. The motion was carried by a vote of 41 to 18, with eight voting as being undecided.

Arlie Myers reported that he and Chloe had assumed the responsibility of changing the place of the annual picnic, because of the depression and the need for practicing economy which each member of the company must feel at this time. The original plan was to go to Northern Beach, but now arrangements have been made to have the picnic at Longacre, which is nearer to the plant and our own homes and which is less expensive in every way. He reported that the Entertainment Committee had the sum of $13.00 in its fund and would like to have that increased in order to provide drinks and ice cream for the children. Any donations, however small, will be gratefully received by either Chloe or Arlie.

Meeting adjourned at 9:35.

JACK EVANS, Secretary.

C. C. Meeting, July 17

Chairman, Kenneth W. Lucas.

The first order of business was a presentation of the annual report by the Treasurer, H. E. Herner. (Attached is the whole of the Annual Report in the August issue of the CAULDRON.)

After questions had been asked Mr. Herner, and those had been answered, the meeting was turned over to the stockholders with Wm. P. Hapgood presiding.

In his opening statement Mr. Hapgood expressed the opinion that during the last year we had done two or three things which he now regarded as having been ill advised. The first of these things he said was our action last fall with regard to accepting tomatoes from the farmers for a period of one week after the expiration of the contract between ourselves and our growers. We were prompted to follow this course of conduct because we knew the farmers were in need of as much assistance as we could afford to give them. It would have been better for us if we had chosen to wait to see how events worked out with ourselves before showing the generosity we did show to the farmers, and in future, he thought, we should bear in mind the fact that we might again be tempted to show generosity to others when to do so will mean undue injury to ourselves. The other thing which we did last year which he thought we should not have done was to agree upon a price for tomatoes received from our growers, at least 25% higher than that which was being paid by competitors. In following this course of conduct, too, we were prompted by a desire to assist the farmers as far as it was possible to do so. Our present situation suggests we were over-generous with our growers and that our conduct was ill-advised.

The first problem before the company at the present time, Mr. Hapgood stated, is the reduction of our unusually large inventory. This should be done as rapidly as possible. We have done well, he thought, to have stabilized our bank debts but it should be borne in mind that doing that did not provide us with cash for present or future operations.

We have not been able to borrow money from the banks for our tomato pack for this year and on that account the reduction of our inventory and the reduction of expenses are necessities we must keep in mind constantly. While we have a heavy burden to bear this year other companies also have very heavy burdens, and we are not alone in our struggle with difficult circumstances. With us our sales problem is the most

difficult one but so it is with industry in general. In every line of business the problem of increasing costs of sales is to be met with, and our business is no exception. The Sales Department has already agreed upon certain steps to bring about, if possible, an increase in the sale of our goods. Another measure adopted by the Sales Department is to reduce the per diem allowance of the salesmen while on the road from $6.00 to $5.00 per day. In connection with this matter Mr. Hapgood expressed disagreement with point of view expressed by the salesmen and concerning which he suggested they review the proposal of keeping an itemized account of their expenditures while on the road.

He stated that he believed there was great need for openness and frankness with regard to all transactions and it is no less the case in the Sales Department than in any other. He rejected the belief that in some situations secrecy is desirable or necessary and expressed the opinion that they are incompatible with a healthy and wholesome co-operative or democratic philosophy. He urged upon the Sales Department to review this whole matter and consider whether it had not been mistaken in its viewpoint with regard to the problem under discussion. He reported that the Sales Department had agreed upon a reduction in the prices of some of our goods and the six or eight people who had gone out as scouts to see whether a reduced price level would stimulate sales had reported that they thought it had and would continue to do so. A further test of the effectiveness of this price reduction would be made during the forthcoming two or three months when eight men will go forth to solicit business over a very wide field and will report their experiences from time to time as they get them. Mr. Hapgood emphasized the fact that the sale of tomato soup is a matter of the very highest importance to us. He also was of the opinion that we would be able to make large sales of this variety in the near future and believed that when general conditions improve there will be a marked turn in our fortunes.

Mr. Hapgood related to the meeting that he had wanted, for a long time, to reduce the measure of responsibility he has been carrying as head of the Sales force. He had tried very earnestly to get others to share this responsibility and was making a further attempt in the same direction. At the present time seven or eight men will go forth with a greater degree of sales authority than has been enjoyed by the salesmen heretofore, and it was his belief that these men will develop helpful relations with our customers. It was his opinion that the morale of the entire force has not been affected unfavorably by recent experiences and that most everyone seems to face the future with confidence. He continued by saying the maintenance of a good morale is a tremendously valuable asset in a fight such as the one in which we are engaged. We seek our individual welfare within a highly competitive system but unlike most people we seek to gain it through a collective enterprise. Adversity is much more likely to test the caliber of men and women than prosperity and the present is a test for all of us.

At the close of Mr. Hapgood's remarks John Brophy expressed the opinion that he thought in justice to the Sales Department he should state that the department's opposition to accepting a system of an itemized expense account was based upon a belief that such a plan would be a fruitful source of misunderstanding amongst a great many people within the organization, and that it was not born of a desire to be secretive concerning the matter. Most members of the department were unwilling to accept any policy that might hurt the department or the company. On the other hand, he stated that the morale of the salesmen was of the very best kind and that they were willing to fight alongside any other department in the organization. It was decided not to discuss this somewhat controversial subject at the stockholders' meeting but to proceed with the election of officers for the ensuing year.

On the motion of Elmer Burkhart seconded by Frank Baldwin, the directors, Wm. P. Hapgood, C. E. Franz, W. H. Hines, H. E. Herner, and Walter Mullen were re-elected by unanimous vote.

After the election of the above directors the stockholders' meeting was converted into a regular council meeting opened by a request from Powers Hapgood that he be allowed to reply to some criticisms made in his father's speech at the stockholders' meeting. He stated that his opposition to the proposal that the salesmen be asked to keep an itemized account during the time they are in receipt of a daily allowance of $5.00 arose from the fact that he believed such a test to be without value and that it would impose upon the salesmen some considerable work which would mean very little to anyone when it was done. It was his opinion that in order to make an itemized account prove how much is necessary for a salesman to spend while on the road it must be unlimited in character and he felt disinclined to agree with any proposal to have such an itemized account kept until such a time as the allowance made to the salesmen is unlimited.

D. R. Donovan stated that he had no cause to change his opinion about the per diem allowance and expressed his opposition to the proposal that an itemized account be kept by each salesman. W. P. Hapgood replied to the above statements by stating that he did not think there was any need to fear discussion of trivial discrepancies that might arise between one salesman's expenditures and those of another and that he thought only the most glaring ones would ever come to the notice of the whole body. That, he thought, would be as it should, and in our search for truth we must always seek to know facts. Unless we have such facts we cannot govern ourselves intelligently, and we cannot know each other with any degree of accuracy. Cornell Hewson asked what was meant by the term "expenses" and stated that he thought it would be very helpful if he and others could be instructed as to what should be included in an itemized account. Mr. Hapgood suggested that the salesmen keep an itemized account during the forthcoming several weeks or months and that in the event any one of them finds it necessary to spend more than his per diem allowance he be reimbursed by the company.

John Brophy said he was for the per diem allowance as a matter of principle but was willing to accept any instructions from Council to the contrary. If, however, he were given a $5.00 allowance per day or less he would always contrive to keep his expenses within that limit. It was agreed at the close of the meeting to transfer this problem to the Sales Department for further discussion.

Meeting adjourned at 9:45.

The following people participated in addition to those mentioned in the above minutes: Albert Armstrong, Elmer Burkhart, C. E. Franz, Jack Evans, Frank Eustis, Arlie Myers, and Dorothea Nord Holt.

STATEMENT OF PROFIT AND LOSS, TWELVE MONTHS, JUNE 30, 1931

REVENUE			
Gross Sales		$1,331,268.32	
Less Return and Allowances		119,968.77	
Net Sales			$1,211,299.55
COST OF GOODS SOLD			
Inventory July 1, 1930	$ 326,218.96		
Purchases	799,065.84		
	$1,125,284.80		
Inventory June 30, 1931	424,665.41		
Material Cost		$ 700,619.39	
MANUFACTURING EXPENSE			
Factory Salaries, Wages, etc.		205,393.93	
Tomato Expense		8,767.35	
Coal		10,831.39	
Purchased Power		3,302.04	
Water		2,444.60	
Equipment Repairs		10,253.04	
Building Repairs		6,712.06	
Other Expenses		10,337.31	
Depreciation		11,109.32	969,770.43
GROSS MANUFACTURING PROFIT			$ 241,529.12
SELLING EXPENSE			
Salesmen, Salaries		$ 19,327.32	
Salesmen, Expenses		36,050.36	
Brokerage		15,569.02	
Advertising		32,986.16	
Publicity		18,585.46	122,518.32
SELLING PROFIT			$ 119,010.80
GENERAL EXPENSE			
Officers' Salaries		$ 12,893.00	
Office Salaries		13,748.63	
Medical, Dental and Optical			
Employees		12,654.58	
Employees' Dependents		8,059.88	
Local Taxes		9,396.20	
Other Expenses		16,215.15	72,967.44
NET PROFIT ON SALES			$ 46,043.36

OTHER DEDUCTIONS		
Cash Discount on Sales	$ 23,620.72	
Interest, etc.	16,060.57	
Life Insurance Premium	4,292.00	43,973.29
		$ 2,070.07
OTHER INCOME		
Tomato Seed Plant Sales	$ 11,305.01	
Interest and Discount Earned, etc.	7,293.78	18,598.79
NET PROFIT FROM OPERATIONS		$ 20,668.86

COMPARATIVE OPERATING STATEMENT, TWELVE MONTHS ENDING

	June 30, 1931	Per Cent. to Net Sales	June 30, 1930	Per Cent. to Net Sales
REVENUE—NET SALES	$1,211,299.55	100.00	$1,571,244.52	100.00
COST OF GOODS SOLD				
Cost of Materials	700,619.39	57.84	1,028,106.88	65.42
Factory Salaries, Wages, etc.	205,393.93	16.96	210,051.38	13.37
Fuel, Water and Power	16,578.03	1.37	14,180.05	.90
Tomato Expense	8,767.35	.72	8,908.02	.64
Factory Overhead	27,302.41	2.25	22,759.89	1.45
Depreciation	11,109.32	.92	9,410.62	.60
	$ 969,770.43	80.06	$1,294,416.84	82.38
GROSS MANUFACTURING PROFIT	$ 241,529.12	19.94	$ 276,827.68	17.62
Selling Expense	122,518.32	10.11	84,329.55	5.37
SELLING PROFIT	$ 119,010.80	9.83	192,498.13	12.25
General Expense	72,967.44	6.02	71,761.73	4.57
NET MANUFACTURING PROFIT	$ 46,043.36	3.81	$ 120,736.40	7.68
LESS OTHER DEDUCTIONS	43,973.29	3.63	37,935.83	2.41
	2,070.07	.18	82,800.57	5.27
OTHER INCOME	$ 18,598.79	1.53	19,948.99	1.27
NET PROFIT FROM OPERATIONS	$ 20,668.86	1.71	$ 102,749.56	6.54

COMMENTS ON THE COMPARATIVE STATEMENT

SALES

Our Net Sales decreased $359,944.97 or 23% (22.91) during the year just ended over last year. (Last year ending June 30, 1930, our sales increased $362,482.60, or 30%, over the preceding year—June 30, 1929.)

Returned Sales this year $119,968.77 as compared to $43,895.20 last year or an increase $76,073.57 mainly caused by the Tomato soup which we repurchased from some of our customers.

MATERIAL COST OF SALES

The Material Cost of Sales per dollar this year was 57.84 per cent. as compared to 65.42 per cent. last year—making a decrease of 7.58 per cent. for this period. (This decrease was due to the lower prices which were paid for raw materials.)

EXPENSES

Factory Salaries and Wages show a slight decrease of $4,657.45 this year, but figured on the basis of per dollar of sales it shows an increase of 3.59 on last year. This year it is 16.96 per dollar sales, while last year it cost 13.37 making 3.59 increase.

Fuel, Water and Power increased .47 per cent., (Fuel 1,379.07, Power 144.27, Water 874.64). Tomato Expense increased .08 per cent.

Factory overhead, which includes Equipment Repairs, Building Repairs, Factory Supplies, Oils, Auto Repairs, Insurance on equipment, and on merchandise, increased .80 per cent.

Equipment repairs increased	1,978.10	
Building repairs increased	2,718.41	
Insurance increased	961.52	
Total increases		5,658.03
Oils decreased	54.16	
Factory supplies decreased	1,004.61	
Auto repairs decreased	56.74	
Total decreases		1,115.51
NET INCREASE		4,542.52

Depreciation increased .32 per cent.

The above items of manufacturing expenses—plus raw material costs show an increase of 2.32 per cent. per dollar of sales. The Raw material cost shows a decrease of 7.58 per cent., but the manufacturing expenses show an increase of 5.26 per cent. which makes the net increase 2.32 per cent. over last year.

SELLING EXPENSES

Which include Salesmen's Salaries and Expenses, Brokerage, Advertising and Publicity Expense $38,188.77 or 4.74 per cent. per dollar of sales.

Advertising—Free Deals increased	24,947.99	
Publicity Expense increased	16,297.49	
Total increases		41,245.48
Salaries decreased	369.10	
Expenses decreased	265.17	
Brokerage decreased	1,066.63	
Freight outward (excluded for this period)	1,355.81	
Total Decreases		3,056.71
NET INCREASES		38,188.77

GENERAL EXPENSES

Which include Officers' and Office Salaries, Taxes, Office Supplies, all medical services, Telephone and Telegraph, Postage, and Group Life Insurance, increased $1,205.71, or 1.45 per cent. per dollar of sales.

Office Salaries increased	17.79	
Medical, Dental and Optical		
Employees increased	2,393.21	
Dependents increased	3,413.69	
Traveling, Convent, etc., increased	644.22	
Total increases		6,468.91
Officers' Salaries decreased	918.60	
Taxes decreased	105.45	
Postage, Telephone and Telegraph	300.44	
Printing, Legal, Consulting Service, Dues, Subscriptions, Group Life Insurance, Donations and Depreciation decreased	3,938.71	
Total decreases		5,263.20
NET INCREASES		1,205.71

Other Deductions which include Cash discount on sales, interest, insurance premium, show an increase of 1.21 per cent. per dollar of sales.

Other Income Cash discount earned; interest, tomato seed and tomato plant sales increased .26 per cent.

Net Profit from Operations is 1.71 per cent. per dollar of sales as compared to 6.54 last year, a decrease of 4.83 under last year.

ANALYSIS OF SURPLUS—JUNE 30, 1931

BALANCE JULY 1, 1930		$105,711.26
DEDUCTIONS		
Dividends on Common Stock—July, 1930	$20,440.46	
Transfer to Employees' Stock Fund	81,078.32	
Additional Income Tax Paid 1930	128.40	101,647.18
		$ 4,064.08
ADDITIONS		
Net Income for year ending June 30, 1931		20,668.86
		$ 24,732.94
LESS		
Income Tax Payable		2,512.30
Balance available for general use		$ 22,220.64
Surplus reserved for Pension Fund		20,527.88
TOTAL OF SURPLUS ACCOUNTS		$ 42,748.58

C. C. Meeting, July 20, 7:30 A. M.

Chairman, C. W. Knapp.

The chairman announced that a Mr. Seager from Indianapolis had come to the meeting and had asked for permission to talk to the group concerning the possibility of organizing a consumers' co-operative store in this city. Council gave its consent to have Mr. Seager speak to it, and he was introduced to the group by Powers Hapgood.

The speaker dealt in a general way with the success which the Consumers' Co-operative Movement has met with in various European countries, and referred to the fact that very considerable progress had been made by the Co-operative League of America and its constituent bodies during the last four or five years. After Mr. Seager had answered one or two questions it was decided that we set aside a time for a discussion of this problem at a future council meeting and to invite Mr. Seager back again to talk to us.

The first matter on the agenda was that of, "Shall we continue with Monday morning council meetings?" Albert Hines stated that he believed we should discontinue them until after the busy season. He was of the opinion that we have plenty of work now to keep the entire force busy for the normal working week, and if we wanted to prepare adequately for the busy season, we should dispense with the two hours used on Monday for purposes of council meetings. One or two other members spoke briefly in support of the statement made by Bert, but Powers asked that we have another council meeting on Monday morning so that he might fulfill a promise which he had made to a friend of his from Detroit to the effect

that he would be able to visit the plant and attend a Council meeting next Monday. Powers' friend is a fairly wealthy and influential young man and is deeply interested in the co-operative movement. He has recently invested $2,000 in preferred stock in our company and it seemed to Powers that we would be ill advised to discontinue the meetings without giving him an opportunity of seeing Council in action. It was agreed upon to discontinue the council meetings after next Monday.

The next question was, "Shall we resume our educational program?" It was stated that the same reasoning applied to the holding of classes as applied to the holding of council meetings and that the time between now and the close of the busy season would be too much occupied with various kinds of work to enable us to continue our educational program with any degree of continuity and system. It was agreed upon to suspend our educational activities until after the close of our busy season but that provision be made for the use of any surplus labor time which we might have on hand between now and then in class work of an informal character.

A matter which has called for attention for some time was placed before Council at this point—the matter of electing new members to the Committee on Committees. It was explained that the time of the three senior members, Miss Franz, Arlie Myers, and Jack Evans, had expired some time ago but no opportunity presented itself to conduct an election of new members at that time. The two remaining regular members whose terms do not expire for five months are Albert Hines and Opal Hassenzahl, while Basil Covert and Goldie Sheets are the alternates. It was decided by unanimous vote to appoint the two alternates to be members of the regular committee and that one new member and two new alternates be elected. The following nominations were received for membership on the committee:

C. E. Franz, Walter Mullen, Ethlyn Christensen, Chloe MeHarry, Norris Glidden, Dorothy Nord Holt, Russell Easley, Homer Shelley and Kenneth Smith.

It was decided that each person should vote for first, second and third choices and that the person receiving the greatest total of votes be elected to be a regular member of the committee with the candidates receiving the second and third greatest number of votes to serve as alternates. The tabulation of the results of the ballot were entrusted to Blanche Forrester and Frank Eustis. The result was as follows:

Name	1st Choice	2nd Choice	3rd Choice
Ethlyn Christensen	38	10	12
Homer Shelley	18	26	11
Dorothy Nord Holt	3	3	5
Walter Mullen	9	8	11
Russell Easley	2	19	15
C. E. Franz	9	3	1
Chloe MeHarry	16	12	9
Kenneth Smith	6	12	27
Norris Glidden	6	12	13

Ethlyn Christensen was elected regular member of the committee with Homer Shelley and Kenneth Smith as alternates.

Council's attention was called to the fact that the resolution of the Riverbrook Farm Council concerning the sale price of produce from the farm sold at the plant had been misinterpreted at a former council meeting. Instead of deciding to offer the plant produce at a sale price 15% above wholesale prices the Farm Council had decided to offer it at 15% below retail price. Because of the difficulties of establishing a single basic price for any commodity it was agreed upon that a committee composed of Ed Proper, Powers Hapgood, and Mrs. Carlisle be appointed to determine the prices at which farm produce is sold to employees of the Columbia Conserve Company.

Council had agreed at a meeting on June 16, 1931 to offer to the employees of the company certain budget books compiled by Prof. Magruder of Antioch College, Yellow Springs, Ohio—these to be sold at a price which would vary with the quantity which we shall be able to purchase collectively. Ken Lucas had been appointed to handle the sale of these books and it was decided that in his absence Ken Smith should take his place. At the suggestion of H. E. Herner, it was decided to place a time limit upon the acceptance of orders for this budget book, and Council fixed the time limit as the 15th of August. Any one wishing to purchase a book in the meantime is advised to see Kenneth Smith about it.

H. E. Herner read a letter to Council which he, as chairman of the Health Committee, had received from Dr. Leer our dentist in which Dr. Leer stated that he had decided to make a further reduction in the hourly rate which he charged the company for work done for employees and their dependents. The original charge made by Dr. Leer, in conformity with an understanding reached between the Council and himself, was $3.00 an hour. About a year ago he reduced that figure to $2.80 an hour and now reduced it to $2.60 per hour.

H. E. Herner brought to the notice of Council the fact that he and some of the others had discussed the advisability of transferring $22,000 now held in the Pension Fund to our surplus account. Howard gave several reasons for this, chief among them, that such action would extend a slightly greater measure of security to our common stockholders. Walter Mullen asked whether the proposed transfer would in any way violate the contract which had been entered into betwen the Columbia Conserve Company employees and stockholders in 1925. W. P. Hapgood replied by saying that he thought it did not and that the stockholders would not object to such a transfer because they would be advantaged by it. In the past, it was also noted, legal opinion had been expressed to the effect that the employees can do whatever they please with the Pension Fund. Powers Hapgood expressed opposition to this transfer because of the fact that it would increase the security of the stockholders at the expense of reducing the security now afforded to those on pension. Walter Mullen said that he thought the practice of charging pensions to pay roll was not in conformity with the letter of the contract entered into between the stockholders and employees, and that insofar as he could see, we had been charging pensions to both reserve and payroll and in that way reducing the legitimate amount of security to which the stockholders are entitled. Wm. P. Hapgood referred to the fact that we had launched and worked on a very elaborate health program which was not contemplated in the original contract, and that this cost had reduced the security which the stockholders would have otherwise enjoyed. This, he stated, could not be proven but most people and certainly most lawyers would accept it as being so. John Brophy asked whether the transfer would in any way provide us with more liquid cash and assist in the reduction of our warehouse stock. It was stated that it would not affect our supply of liquid cash nor our inventory in any way. Leo Tearney asked how this would work and in what way would it assist in the conduct of the business. W. P. Hapgood said that it is quite possible that we could borrow a little more money on the face value of our financial statement if the transfer was made but he stated that he did not attach great importance to that fact. Howard Herner stated that the amount in the pension fund is not large enough to take care of pensions and certainly not large enough to pay insurance premiums so that we might purchase financial security from outside firms for our pension obligations.

Powers said he did not think the stockholders needed any more security than that which they already enjoy and he thought that the fact that they had been paid a 10% dividend almost every year since the contract went into effect, suggested that the present plan of running the Columbia Conserve Company had assisted them as much as anyone else. Albert Hines said he thought we should protect the stockholders as a matter of right. Powers asked how is it that we guarantee our pension fund and does the guarantee we offer protect the pensioners in any way. Wm. P. Hapgood said it was impossible for us to offer any full guarantee and that our ability to pay pensions was entirely dependent upon our earnings as a business enterprise. Kenneth Smith asked whether our pension fund is not already a part of our surplus account and an item of net worth and would not offer any pensioners any protection whatsoever in case of liquidation. Howard said in reply that he thought it is so. Wm. P. Hapgood said that the only purpose of transferring the fund is to offer added protection to the stockholders as we go on from year to year. Bert Hines moved that we transfer the Pension Fund to the Surplus account. This was reworded by H. E. Herner in the following terms: "That we credit back to our Surplus account the amount which has been charged to that account in accordance with the Pension Fund agreement contained in contract January 15, 1926, between the Common Stockholders and the salaried employees." This motion was seconded and a vote showed that all were in favor of it except two who voted against it.

Meeting adjourned at 9:35.

Signed, J. L. EVANS.

The following people participated in the discussion of the above council meeting in addition to those mentioned:

Milburn Forth, Basil Covert, Chloe MeHarry, Dorothy Nord Holt, Albert Armstrong, Homer Shelley, Josie Baker, Don Donovan, Mary Lipferd, and Ella Carlisle.

Special C. C. Meeting, July 27

Full plant attendance.

Chairman, C. W. Knapp.

Visitors, C. W. Balch and Glenford Lawrence.

The minutes of the previous meeting were read, corrected and approved. The correction noted was with respect to the statement about the effect of putting our pension fund back into the surplus account and that this might make pos-

sible the ability to borrow a little more money from the bank on account of it. Mr. Wm. Hapgood stated that he had said it would make a better bank statement to have the pension fund back into the surplus account and that he had not meant that this would create a greater possibility for borrowing money from the bank, at least not at this time.

The first item of business on the agenda was a recommendation from the Sales Department submitted by Powers Hapgood who has been serving as chairman of the Sales meetings which have been in progress during the past several weeks. The Sales Department recommended that complete responsibility be given to it for all problems relating to sales. Powers explained that this would mean the assumption of some responsibilities which have been carried by Mr. Wm. P. Hapgood individually and some which have been carried by the present Sales Committee. The purpose of the recommendation was to shift responsibility for all sales problems to the Sales Department now.

Wm. H. Hines asked whether or not price setting was included in the responsibilities which it was proposed that the Sales Department handle now. Powers answered that this was the case.

John Brophy added that Council was to receive adequate reports on all things which the Sales Department did and that the Sales Department, as such, was merely to assume complete responsibility at this time because it was felt that the department had reached the stage in its development where it could handle more problems than it had in the past. He stated it was somewhat like a coming of age and that it was hoped that the department would be able to function on problems of sales of a major character and the salesmen were willing to attempt the job.

Ethlyn Christensen moved that the recommendation be accepted. Before the motion was seconded it was stated that there had not been enough discussion of the recommendation, as yet, to allow for a motion on it.

Walter Mullen asked the question again about the setting of prices and other problems which had been settled in the past by the Sales Committee.

Dan Donovan explained that although the mechanism had not been worked out by means of which these various new responsibilities would be handled in the Sales Department it was his idea that the Sales Committee in some form or other would continue to work with the Sales Department on certain functions. The organization of this method of handling problems is to be worked out later after Council had approved the recommendation.

Ethlyn Christensen asked as to whether the Sales Department would supersede the old Sales Committee in authority.

Powers Hapgood answered yes but that Council would supersede the Sales Department and would retain final authority.

Wm. P. Hapgood gave a general explanation of the whole situation as follows: In his opinion if the new basis was accepted there would be a need for all and not a few of the salesmen to assume the responsibility for all problems and to solve them collectively. One of the responsibilities included in the recommendation was complete responsibility for personnel and for the disciplining of its own members. There would be considerable difficulty inherent in this problem for the salesmen and the greatest frankness would have to be obtained if it were handled properly. It would not be easy for the salesmen to criticise each other because of the close social relationships which obtain in the Sales Department on account of the nature of the work which is performed and the fact that the men work so closely together, especially when they are in crews. It would be hard for them to be able to obtain a frank analysis of performance and attitude which is one of the problems which is very important. The other group of responsibilities had to do with technical problems, that is, the matter of setting firm prices, the decision as to sales policies, the amount of goods to be packed which concerned tomato products, etc. This latter group of responsibilities formerly had been the ones handled by the old Sales Committee, and in some instances by Mr. Hapgood as an individual. It would be up to the Sales Department to decide problems relating to these matters now.

Homer Shelley asked a question about the possibility of a difficulty arising in having Sales Department meetings so that problems can be considered by the Salesmen in conference. It was his opinion that this would be hard to do because the men are usually scattered and away from the plant a great deal.

Powers Hapgood answered that certain of these problems could be delegated for discussion or decision to small committees within the department and that a mechanism could be worked out whereby satisfactory results might be obtained. Whether or not certain responsibilities were delegated to individuals or to committees the responsibility for decisions and action of such individuals and committees would remain with the department as a whole.

Wm. P. Hapgood added that key men could be given certain responsibilities such as that which had been given to scouts who had gone forth in order to obtain information and to gain sales through the medium of price concessions recently for certain spot goods. Again it was pointed out that responsibility for actions of such individuals would remain with the Sales Department as a whole.

Bert Hines asked the question as to why the Sales Department asked for this responsibility at this particular time inasmuch as he believed they had all the work they could handle already and that the next several months would be particularly difficult ones for them.

Jack Evans replied that the Sales Department had not asked for this responsibility directly but that Mr. Hapgood had asked the department to assume this responsibility because he wanted some relief from some of the responsibilities he had had to carry in the past. On the other hand, the department did want to assume more responsibility because it felt handicapped in the past with only a few nominal things of this nature having been given to it and the balance of the authority for sales problems had rested elsewhere.

Bert then wanted to know whether or not any machinery had been devised to carry through such a program if adopted.

Jack Evans mentioned only that in recent meetings certain scouts had been sent out to secure certain information which had been a beginner in this direction but at that time there was not this general problem of acceptance of greater responsibility in the consideration of the Sales Department.

Powers Hapgood added to this the fact that there had been a temporary assignment of territories to various scouts and that these key men might be asked to assume responsibility for certain problems within certain defined areas.

Wm. P. Hapgood explained his reasons for proposing the change and for having asked that the Sales Department should assume these greater responsibilities. He stated that in the past there have been certain difficulties in the way of having the Sales Department function properly under some of the responsibilities now proposed. He had not felt at that time that the department was in a position to carry the responsibilities even if they had been given to it but that his feeling had changed about this matter in recent weeks. In the second place he no longer felt strong enough to continue carrying the heavy load of responsibility which had been his with respect to sales work. In the third place there had ben some uneasiness in the department due to the fact that on account of certain temperamental qualifications of his own there had been a feeling on the part of the salesmen that he had not been willing to relinquish real responsibilities to the department. So far as he knew himself he had been striving earnestly for the past five or six years to get the department in such shape as to make it possible for them to have these responsibilities and to feel some confidence that the load could be shifted to the department and carried successfully.

Wm. H. Hines said he agreed that this was a wise decision on the part of Mr. Hapgood and he mentioned that for a considerable time there had been too great a load placed on Mr. Hapgood. It was evident to everyone that he needed relief and that he needed it quickly at this time. Further than that he believed it was rightfully the function of the Sales Department to reach decisions regarding all the problems which had been mentioned as part of the responsibility which is to be added to the department's functions. He stated that in all businesses the Sales Department reached estimates as to possible sales and then passed that information along to the Production Department so that plans for production might be completed. The Sales Department was then responsible to see that such goods were moved.

Howard Herner asked what plans had been considered to relieve Mr. Hapgood in his office work with respect to Sales problems. He stated it as his opinion that there should be someone in the office the majority of the time to keep in touch with correspondence which flows through the office continually about sales problems and that this was a phase of the Sales Department's responsibility which should not be overlooked and which did cause Mr. Hapgood a great deal of work at this time.

Powers replied that certain plans had been agreed upon with respect to correspondence about sales matters so that the salesmen could be more adequately informed about all matters pertaining to sales which is handled through the mail. He stated that it had been decided to ask Dorothy Nord Holt to act as a sort of clearing house for all correspondence which goes through the office both as to the general sales correspondence handled by Mr. Hapgood and all other sales correspondence which is pertinent to sales problems about which the salesmen ought to know, and to see that confirmations of orders or information about such confirmations was sent to the salesmen.

Kenneth Smith asked for information with regard to the collection of statistics and data which the Sales Department usually want. He wanted to know whose responsibility it would be for collecting such information. Wm. P. Hapgood asked Ken what he meant—whether it was the accumulation of data from office records or whether the assembly and use of such specific information was what he had in mind. If it was the former it was Mr. Hapgood's opinion that such accumulation of data rightfully belonged in the general office in the departments which handle such records as they come in. If it was the latter it would mean only that statistics would be assembled by someone from the office records so that they could be put at the disposal of the Sales Department. He did not believe that it would be the function of the Sales Department to secure such data for itself but that the office should be asked to compile any information for the salesmen which was asked for.

Dan Donovan stated that problems of an organizational nature were highly important and that a mechanism would undoubtedly be developed later for handling all such matters. At the present time the Sales Department had not had a chance to go into the matter of arranging such a mechanism but if Council approved the recommendation that would be one of the next steps which the department would have to take.

Ethlyn Christensen then moved, and Homer Shelley seconded the motion, that the recommendation of the Sales Department which is that the Sales Department assume responsibility for all sales problems be accepted. Put to a vote this motion was carried unanimously.

The next item on the agenda was a report from the Health Committee with respect to the Canadian students who recently were added to our payroll and who have come for a temporary period for the purpose of gaining industrial experience and information about our plan of operation and were sent to us under the auspices of the Robert Owen Foundation of Canada. Jack Evans submitted this report and stated that our usual health examination which is given to everyone entering our employ had shown three of the six students to be accepted, one received a postponed verdict and two had been rejected by our Dr. Canaday. Jack asked what was Council's pleasure with respect to this matter.

Wm. P. Hapgood stated that he had asked for Council's consideration of this problem because he had heard on Saturday that Jack Evans had released the two students who had been rejected and because he felt that Jack ought not to have taken personal responsibility for releasing anyone who had been added to our payroll by Council decision he had asked these students to remain over until today so that Council could discuss the question.

Powers Hapgood stated he believed this matter was a question of group responsibility and asked that the facts of the case be explained a litt'e more fully. Jack Evans replied by stating he had followed the usual procedure taken in the case of ordinary wage workers who do not measure up to our health requirements and had assumed it was the proper thing to do to release from our payroll the two who had been rejected by Dr. Canaday. He said that inasmuch as these students had come to us under special circumstances after discussion and decision by Council, it was perhaps as well to have a further consideration of it.

Ethlyn Christensen mentioned that we had had experience in the past of receiving wage workers who had come from long distances who have not been in as good physical condition as they might be, and she believed it would be much better if we would have health examinations of such persons before they left their homes. This was done now in the case of salaried workers and she could not see why it would not be a good plan to extend to wage workers who came from a distance and that if this were done it might remove the difficulty of having to reject anyone after they had gone to the trouble and expense of coming from their homes to Indianapolis in order to work here.

Miss Franz asked whether advance information regarding medical examinations for these students had been sent to Professor Lasserre of the Robert Owen Foundation who had arranged for their coming.

Jack Evans replied that he had not sent advance information and part of the reason why he had not done so was because we had not previously asked for such information about wage workers. He then asked whether or not information had been sent to Professor Lasserre by Dorothy Nord Holt who handled part of the correspondence with respect to this matter.

Dorothy Nord Holt explained that Jack had handled the preliminary correspondence and that he had stated to Professor Lasserre that all the students who were to be sent as representatives of the Robert Owen Foundation for this summer work should be in good enough physical condition to do ordinary manual work. No mention had been made as to the medical examination requirements which we insist upon for all employees who are entered on our pay roll.

Wm. H. Hines asked for further information about the dismissal of the two students by Jack Evans. Wm. Hapgood explained that Jack had assumed the individual responsibility for releasing these two after he had learned from Dr. Canaday that they were rejected by him because they did not measure up to our usual health requirements. After he learned from Jack about the dismissal he had asked Jack to have the two students remain in town over the week end until the matter could be discussed by Council because it was his belief that it was a Council responsibility and not Jack's as personnel manager. He believed Jack or another was in error if individual authority for release was exercised in such cases where Council had authorized the employment of individuals be they wage workers or salary workers.

Powers Hapgood stated that the problem before us was that of consideration of the position of the students. The difference in the general situation which he saw was that we had asked these students to come from some distance to work with us for a stated period or rather, we had given them permission to do so and all of the students who had come were in need of employment so far as he understood. Inasmuch as it was rather late in the college vacation season for them to secure other employment even if they did return to Canada at this time he believed it was our responsibility to keep them and to provide light work for them which they were capable of performing.

Homer Shelley said he believed we should turn this question back to the Health Committee for decision and if the Health Committee decided that the students could be retained they should discuss with the production superintendent the kinds of jobs which might be performed by them.

Jack Evans agreed with Homer's suggestion and added that he believed that cases of wage workers who had been added to our pay roll by reason of Council action should receive health examinations from Dr. Burckhardt rather than from Dr. Canaday, in the future.

Powers Hapgood stated he believed we should have been more careful in explaining to Professor Lasserre, who had handled the matter for the Robert Owen Foundation, the fact that we needed to have health examinations for employees who came to us. He believed it was our fault if misunderstandings had occurred and if this was true then we were obligated to keep these students for the period which has been agreed upon.

Nellie Gray didn't agree with Powers about this matter and stated that it was necessary that we have people on our payroll now who could perform the average type of jobs we have in the plant and that it was not easy to find light jobs for too many people. She stated we had a number of people on our present payroll who are not in condition to do the heavier kinds of work and that it was somewhat of a problem now to find jobs for all of them of which they were capable of performing.

Powers stated again that he thought it was our hard luck not to have been more specific in the first instance and that the responsibility was ours.

Jack Evans stated that all of these students had had physical examinations at one time or another which were required for college entrance and that all of them had passed such examinations. This was quite different, however, from an examination which would show physical defects which might hinder the performance of average manual work. He stated he was in sympathy with Mrs. Gray's remarks about weak members of our organization and that he knew it was an increasing problem for the department heads to find jobs for such people, but, inasmuch as these students were here for

a limited time, it might be fairer to retain them.

Wm. P. Hapgood stated that we must face our responsibility in this matter and that it seemed to him it was our error not to have informed them more specifically about health examinations which were to be required when they got here. With respect to Mrs. Gray's remarks about too many weak members and the need for a safeguard on that account, it was his belief that such a safeguard should be a general one and that if any change in our policy regarding that was to be made it should be made to apply to all those who are now in that group and not load it onto one or two people.

Jack Evans stated in reply to a question as to how long these students would be with us that they were here for the college vacation period and that this varied somewhat but that in all likelihood most of them would be here only until the middle of September or first of October.

Howard Herner stated that he agreed with Wm. Hapgood and Powers Hapgood that under the circumstances we should keep these students and provide such work for them as they were capable of performing.

Dr. Louis Burckhardt stated he believed the time had come when we should ask for pre-examination of all people coming from distances. At present we are only doing this in the cases of salaried employees and he suggests that now we consider such examinations for wage workers who come to us from any point outside of Marion county.

Miss Franz said she believed we are committed to keep these students now but that in the future we should be more careful about giving sufficient information to anyone responsible for people who come to us from a distance and she agreed very much with Dr. Burckhardt's suggestion about pre-examination of wage workers under such circumstances.

Wm. P. Hapgood mentioned that in addition to our general obligation in this matter we should be somewhat more considerate of the position of Professor Lasserre. Professor Lasserre has been much interested in our company and has been a staunch friend of the experiment we are carrying on here. He has proved this in various ways in such a manner that we would be ill advised to show anything less than courtesy and consideration for him. He did not want us to think that Professor Lasserre had been at fault in sending these students to us who were not in position to do our regular line of work. He stated that some of the reasons for this might be due to the fact that Professor Lasserre has very little intimate knowledge of what is required by way of physical strength for ordinary factory work because his dealings have been with college students, and not with industrial workers.

Dan Donovan moved, and George Alexander seconded the motion, that the Canadian students in question be retained at least until the end of their college vacation period and that the Health Committee determine the character of work to be assigned to them. Taken to a vote this motion was carried unanimously.

The next item on the agenda was a report from the Needs Committee submitted by Glen Lipferd, vice-chairman. The Needs Committee presented a recommendation for Council's consideration that we grant to Cornell Hewson the privilege of receiving his full pay check for the week ending July 30th. The reason for the need for the additional money which would be received was so that Hewson could move from his present house to another one which was less expensive. He wanted to do this in order to adjust his living expenses and get on the best basis possible to carry through the period ahead of us when we shall be receiving half salary.

Milburn Forth moved, and Chloe McHarry seconded the motion, that we accept the recommendation of the Needs Committee.

Walter Mullen stated that he was opposed to the recommendation because he did not believe it was a justified request. He thought that individuals could find some means of meeting such incidental expenses as the one involved in the recommendation by other means than asking for relief through the Needs Committee.

Homer Shelley said he agreed with Walter and that it would, in a way, be setting a precedent and that the Needs Committee might be faced with many other requests for assistance in the same manner and we must be careful about granting such requests.

Powers Hapgood stated that the only difference in this case would be that Cornell Hewson would receive one-half a salary check at this time which would be deducted from the final settlement of the amount due him on account of deferred payment at a later date. This was different from granting special needs assistance in the ordinary way which was an addition to regular salaries.

Dan Donovan stated that the facts seem to be these—that Hewson at the present time is paying a rather high rent for the home where he is living. In order to adjust his living expenses to the reduced amount of income he is receiving at the present time, he must move to cheaper quarters and in order to move he evidently needs the additional funds to pay for moving expenses involved. It seemed to him that we would be ill advised not to assist any one to get on a basis where he could carry through in the best possible manner on the reduced income which he is apt to receive for the next several months at least.

Miss Franz said she agreed with Powers Hapgood and that it was her opinion that we ought to assist people to get adjusted to their present incomes. Dorothy Nord Holt stated that we must consider both sides of the question. On one side we must consider whether our Finance Department is in position to make additional payments for these special needs requests without inconveniencing itself too much and on the other side we should consider whether the individual might not have some other means of obtaining funds for such emergency expenses than that of receiving assistance from the company.

Wm. P. Hapgood said he agreed with the policy of putting any individual on our payroll in as sound a position as possible for carrying through on a basis of income which is necessary at the present time. He stated that we should all be looking for means of putting ourselves in the best possible fighting trim to carry through successfully in the battle of emergency conditions in which we are involved.

Nellie Gray stated she believed individuals ought to try to help themselves before asking the company to assist them in adjusting financial matters. She stated it had become very easy for employees of the Columbia Conserve Company to cry for help on the slightest provocation.

Homer Shelley said he saw some difference in Hewsons' case as against some other cases which might be presented later if this case might be looked on as a precedent. He said that Hewson was away on sales road work a great deal and that this fact made it necessary for him to make adjustments immediately so that his family could be in the best possible position to go ahead on the reduced income which it is to receive. Because Hewson would have to do this adjusting at once and because he seemed to have no other means of obtaining assistance than that of the company, he tended to agree with the acceptance of the recommendation. However, he also agreed with the statement made by Mrs. Gray and said that we would all have to be careful to think through our own problems and try to assist ourselves in such instances rather than seeking the easiest means of a way out, which was to ask the company to provide funds.

Milburn Forth stated he did not believe that our experience to date indicated that we would be receiving many requests for special needs. This case was the first one which had been submitted and the half payment plan had been in effect for some several weeks now.

Wm. P. Hapgood said that we might make our decision on this matter a principle which would apply generally to any cases of similar nature.

Powers Hapgood said that we were much too concerned about the dangerous aspects of setting a precedent. This was not in line with our practice and experience. He did not think this ought to be made a general principle to be applied to all cases but that it ought to remain on an individual basis. He stated that our Needs Committee had handled all cases on an individual basis and that in the past we had not had any reason to believe that facts which they had obtained were erroneous. He was of the opinion that all cases differed and that each ought to be considered on its own merits.

Miss Franz stated that she agreed with Powers and would rather have the individual basis of consideration because some people might be able to borrow money on the outside while others would not have such credit facilities.

Jack Evans stated that he did not think Cornell Hewson would have asked for assistance from the company if it had not been a case of absolute necessity. He believed that Hewie had had sufficient occasions in the past when he had asked for assistance and had received rebuffs so that he would not have asked for additional assistance if it were not really

necessary. For this reason he was in favor of granting the request which had been made.

The question was called for on the motion and the vote showed all in favor except one. The motion was declared carried.

Powers Hapgood explained that Harold Gray and his wife who were supposed to have been visitors at today's meeting cou'd not come on account of an indisposition of Mrs. Gray, and that they would probably be here at the meeting next Friday night.

Wm. P. Hapgood next introduced two visitors. These were Glenford Lawrence and C. W. Balch who were from Chicago and represented the Industrial Democracy Investors. Mr. Hapgood stated that both of these gentlemen had long been interested in the Columbia Conserve Company and its experiment and that he was very pleased to have them come to visit us to see us in action in a Council meeting and to look over our plant activities. Both of these men are owners of preferred stock in our company.

Glenford Lawrence spoke first and mentioned the CAULDRON and the pleasure he got out of reading each issue as it came to him. He stated that he followed our proceedings very carefully and found the CAULDRON a very helpful little magazine. He mentioned that he was tremendously interested in our enterprise and that we needed to "carry on" through the present crisis of emergency conditions and to prove our case conclusively by having it come out on top in spite of tremendous handicaps and difficulties. He stated that he was very happy to be here today and to have had the privilege of sitting in on a Council meeting and learning at first hand how we manage ourselves.

C. W. Balch spoke next and stated that he had wanted to come to visit us for several years and had followed our progress very carefully during that period. He was pleased to note the progress we have made in group participations in Council work. He, too, was much interested in watching the growth of our experiment and was very anxious that we do all in our power to prove its success because of its significance as an experiment in the general labor movement. He thanked us for the privilege of being with us and said he hoped he would be able to come again.

The chairman welcomed these visitors in the name of Council and thanked them for the remarks they had made and extended to them an invitation to return whenever they cared to.

The meeting stood adjourned at 9:35 A. M.

H. DOROTHEA NORD HOLT, Secy.

The following is a list of persons who participated in the discussion in this meeting:

Wm. P. Hapgood, Powers Hapgood, Wm. H. Hines, Sr., John Brophy, Ethlyn Christensen, Walter Mullen, Dan Donovan, Homer Shelley, Albert Hines, Jack Evans, Howard Herner, Kenneth Smith, C. E. Franz, Nellie Gray, Dr. Burckhardt, Geo. Alexander, Glen Lipferd, Milburn Forth, Lawrence Roberts and Dorothy Nord Holt.

Regular C. C. Meeting, July 31

C. W. Knapp, chairman.

Attendance, 48 men, 15 women.

Visitors, Mr. A. J. Harpell, Mr. Harold Gray, Mrs. Laura Gray, Mrs. Mabel Knapp, Mrs. Anita Brophy, Mrs. Edna Goodnight, and Mr. Jobbe.

Minutes of the annual meeting held on July 17th were read and approved. Minutes of the meeting held on July 27th were summarized.

The first order of business on the agenda was a report from the Sales Department submitted by Leo Tearney.

Leo stated that the Sales Department had been holding a series of sales conferences during the past several weeks and a large number of questions had been considered and discussed by the salesmen during their conferences but it was his intention, in this report, merely to touch the high spots of decisions reached and problems discussed in those meetings. He planned to include in this report those decisions which affected new policies which had been adopted. He then proceeded to give a summarized report on the following matters:

1. The decision of the Sales Department to send out scouts to various territories for the purpose of gathering information and for selling certain goods at price concessions for immediate movement. This had been reported at a previous meeting but in addition to the report submitted it had been decided that scouts would now be placed in charge of six territories for which they would be responsible.

2. The matter of price concessions which had been allowed on goods sold for August shipment was explained as was a similar decision on No. 1 chili con carne and the attempt to equalize freight rates by an allowance of a concession on freight in excess of 7 cents per case. This latter decision was reached so that jobbers who are at distant points whose freight rate is in excess of 7 cents per case might be placed on a more nearly competitive basis by having the freight on their goods equalized in this manner.

3. An explanation was given about the decision to place certain of our items on what is known as a price appeal or bargaining basis. Pork and Beans and No. 1 Condensed Tomatoes have, for the time being, been placed in this class.

4. An explanation was given on the future tomato soup contract terms, and the plan for the exchange of surplus tomato soup, held for our jobbers in our warehouse and, which is in excess of their needs during the period of February 1st and June 1st, 1932, for other varieties of soups and chili.

5. An explanation of the firm prices which have been set on the two items Catsup and Tomato Juice.

6. An explanation was given of the campaign plan which the Sales Department has in mind for the fall and winter. These campaigns are listed in three categories as follows:

(a) Crew campaigns which means where a number of men work for a jobber at one time. It was the opinion of the department that very few of these campaigns would be indulged in during the coming months because of the need for covering a wider territory with what assistance we could give to jobbers.

(b) One-man or two-men campaigns. The one-man campaign means simply that only one salesman will be working with a jobber during the period of time that a special campaign is being put on. In this case our salesmen would be acting somewhat in the capacity of a sales manager for our jobber for a limited length of time.

(c) No-man campaigns. This was explained to mean a campaign wherein a special price concession would be offered to certain jobbers in metropolitan centers rather than sales assistance in the form of our salesmen working with the jobber's salesmen and a 50-50 sharing of free goods.

It was explained that the scouts in various territories would be responsible for the terms which were agreed upon between jobbers and ourselves for campaigns in the first two categories, if the jobber agrees to share on a 50-50 basis for the free goods which were to be used. In the no-man campaign the decision would rest with the Sales Department and not with the individual scouts as to terms and price concessions to be offered and as to which jobbers should be selected to receive this kind of assistance.

7. A discussion had been entered into by the Department seeking to find new outlets for our goods. Some of the groups mentioned which may be approached by us are the I. G. A., which is a voluntary chain, certain co-operative groups in metropolitan centers not fully covered by us with our present jobbers, and the possibility of selling to national chains.

8. Personnel problems had been discussed and in relation to this matter it had been thought wise to discuss the problem of how the salesmen fitted into plant activities when they came back to the plant from sales road work. Certain of the leaders of departments in the plant and Bert Hines, as production superintendent, had been asked to discuss this matter with the Sales Department and a mutually satisfactory understanding had been reached between the two groups which would probably prove very helpful in clearing up some misunderstandings which had been evident in the past.

9. Much discussion had been indulged in by the Sales Department relative to the distressful market conditions which are evident now and an earnest desire to find ways and means to meet present emergency conditions had been evidenced by the salesmen. No very definite conclusions had been reached about this matter and it was a very complicated situation which was found to confront us at the moment but certain tentative arrangements have been made as a means of securing relief from these emergencies.

10. Estimates had been attempted for the guidance of the Production Department in the packing of tomato products during the coming season. Present plans are not in conclusive enough shape to submit as yet but it is the intention of

the Sales Department to notify the Production Department and the Purchase Department as soon as possible about the amount of goods which is recommended for various items in tomato products this season. A later report on this matter will be given to Council at the earliest possible opportunity.

11. Recommendation from the department to Council was offered for later consideration with respect to the matter of the affiliation of the Columbia Conserve Company with the American Federation of Labor. It was recommended by the Sales Department that Council give further consideration to affiliating with the trade union movement because of the belief of the Sales Department that such affiliation would assist in the sale of our goods.

12. A recommendation was submitted by the Sales Department for Council consideration and action which offered a proposed line-up of committees functioning on sales problems as follows:

1. Executive Committee of the Sales Department—Leo Tearney, chairman; Hewson, Bogardus, Brophy, and Powers Hapgood, with Wm. P. Hapgood, ex-officio (Dorothea Nord Holt will serve as secretary.)

2. General Sales Committee. This second committee is to be composed of the members of the Executive Committee of the Sales Department plus the following plant members—C. E. Franz, representing the Order Department; Wm. H. Hines, representing the Purchasing Department; H. E. Herner, representing the Finance Department; Albert Hines, representing the Production Department; Norman Eickhoff, representing the Purchase Department; and Dorothea Nord Holt to serve as secretary so that information can be forwarded along with other department matters in the routine established.

Functions

1. The Executive Committee of the Sales Department.

(a) To act in an executive manner and to deal in particular with problems of an emergency nature and with special problems referred to it by the department.

2. The General Sales Committee.

(a) To act in an advisory capacity on questions where plant information is needed.

(b) To act in emergency situations where quick decisions are needed on matters of prices and terms for surplus items—and what items should be packed as outlet for surplus tomatoes.

(c) To discuss estimates submitted by the Sales Department as to amount of various items to be packed and possible cut prices to be allowed on surplus products and reach a decision regarding them.

The General Sales Committee replaces the former Sales Committee. Functions which were formerly handled by the Sales Committee such as establishing firm prices and terms, etc., are now to be handled by the Sales Department.

Following this report discussion was asked for on various matters which Leo had touched on in his report. Leo stated that he would like to have any other members of the department add to what he had said if he had not covered the problems sufficiently well and asked that Powers Hapgood and Wm. Hapgood add anything they cared to with respect to the items which had been reported on.

Powers Hapgood stated he did not wish to add anything to the report because he thought it was as full as could be given of the discussions of importance which the salesmen had had in their meetings although it did not include everything which had been discussed. He stated that he would like to add a few remarks about the recommendation with respect to affiliation with the A. F. of L. The discussion in the Sales Department relative to this problem had shown that in markets where advertising and speaking had been done by our representatives, and where these had included advertising with, and speaking before labor groups, an intense interest had been found among the membership of the various trade unions. It was the opinion of the Sales Department that we were being seriously handicapped by not having an affiliation with the A. F. of L. for the possible outlet of our goods which this might obtain for us. If our employees were in position to carry union cards the doors to various unions probably would be thrown wide open by these labor groups and this would provide a means of contact with the consuming public which would be of considerable help in selling our products. Powers stated that he might cite instances which had been mentioned by members of the Sales Department and the Speakers Committee with relation to this problem but he did not wish to take up Council's time at the moment. This could be done when Council considered the recommendation at a later date.

The next discussion centered on the new sales committee line-up and the recommendation about this matter. Further explanation of the items as listed in that recommendation were given by Dorothea Nord Holt and Hugh Bogardus.

Mary Lipferd wanted to know what relation personnel discussions had as a matter of responsibility of the Sales Department. It was her feeling that this was not a department responsibility but a Council responsibility. This was answered for Mary by John Brophy and Dorothea Nord Holt who attempted to explain that in the first instance personnel problems are the responsibility of the individual department and later were the responsibility of Council. This discussion was ruled out of order by the chairman because it had no particular relation to the matter of committee functions or the recommendation under consideration at the moment. After some further questions were asked and answered about the functions of the two committees mentioned and the personnel of the committees it was moved by Howard Herner and seconded by Albert Hines that we accept the recommendations of the Sales Department with relation to the committee line-up and functions. Taken to a vote this motion was carried unanimously. It was stated by Dorothea Nord Holt that officers of the new General Sales Committee had been chosen at a meeting held during the week and these were C. E. Franz, chairman; Powers Hapgood, vice-chairman, and Dorothea Nord Holt, secretary.

The chairman then asked Lawrence Roberts to explain a plan he had in mind which would further the sale of our goods in the Indianapolis district. Lawrence explained his plan as follows: He proposed that as many individuals in our employ as cared to should take certain of our dented goods to friends and to retail grocers to offer them as samples of our products and to tell these people that our goods were obtainable under certain labels in their district. It was his idea that the employees should pay for such goods themselves and distribute them to the best of their ability with what explanations they could make as to the quality of our goods and our social policies.

Mary Lipferd mentioned the possible danger of having a poor explanation of the quality of our goods by some of us if this were done.

Garnet Lohman said that she thought this work was already being done by our demonstrators.

Bert Hines suggested that this matter be referred to the Sales Department for its consideration.

Powers Hapgood said he thought there should be more discussion about it in Council before returning it to the Sales Department, and that he believed it was a good suggestion which should assist the sale of our goods in Indianapolis. He stated that if 145 people, such as comprised our group, could exert all possible pressure by notifying friends and independent merchants about our goods, we could create considerable consumer demand for our products and stimulate our sales a great deal. He mentioned the fact, which had previously been mentioned by Lawrence Roberts, that a number of our people did not know what brands of goods were sold by us in Indianapolis, and he proceeded to mention a few which he knew himself. These were Perry's Verified, Ko-We-Ba and Phoenix. Howard Herner then added a few more brands which Powers had not known about. These were Hoosier Poet, Schraeder and Fayette, to which Miss Franz added that certain outside jobbers also had their goods on sale in Indianapolis, and that Sprague Warner's goods could be obtained under Richelieu, Ferndell and Batavia brands.

George Gregory stated that he believed we as individuals could do some advertising of our own products to quite good effect if we tried. Leo Tearney suggested that Council approve of Lawrence Roberts' suggestion, and then moved that a few cases of goods be labeled under various city brands and issued at cost to employees at the discretion of Mrs. Carlisle. These goods are to be used as samples by our employees to stimulate sales amongst their friends and retail merchants. This motion was seconded by Powers Hapgood.

Mary Lipferd stated she was opposed to charging for the samples thus used and believed if we were going to do this kind of work, we ought to have such goods available without cost, much as the salesmen are issued samples for their use. Mary was not supported in this opinion.

Leo Tearney mentioned an experience of his in Kansas City with respect to Columbia tomato soup which had been given to a church for use at a bazaar, and after which certain of the women were very anxious to find out where they could obtain that tomato soup because of its fine quality. The goods had been given to the church under the Columbia label, and these women did not know that there were several private brands under which these goods were distributed in that area. He believed that our goods should be labeled under the various city jobbers' brands and then distributed if we were to follow this plan at all. This statement of Leo's was in answer to some questions which had been asked about the advisability of distributing these goods without labels.

George Gregory stated he believed we would find in experience that we would be besieged by requests for more samples after we had given out some to our friends and he mentioned the experience which some of our employees had had with the distribution of giblets.

After some more discussion, the chairman called for a vote on the motion, which resulted in all being in favor of the motion but two. The motion was declared carried.

Howard Herner was asked if he had any report to make at this time on our financial situation. Howard said there was nothing further he could report at the moment, but that figures for the past month would be available in about a week, at which time he would report for the month of July.

Albert Hines was asked to make a report for the Production Department of any items which he might care to bring to the attention of Council. Bert stated that he wanted to explain to Council that he, together with Dorothea Nord Holt and Homer Shelley, of the Standards Department, had gone over the pay roll recently and an attempt had been made to estimate the pay roll needs and placement of personnel for use during the tomato season. Copies of these tentative estimates have been given to all department leaders for study and consideration. He stated we all knew we would have to work as best we might during the coming tomato season with our present force, and that we could not afford to add any, or at least not many people to our pay roll. It was somewhat of a difficult task to try to please everyone and he had been very much surprised during the past week to find that some criticism had been made already on account of suggested placement of certain people. He stated it was hard to handle production in the tomato season under the best conditions and that it would be very hard this fall if we did not have the fullest co-operation from everyone on our pay roll. He stated, too, that he had been notified of some advance criticism about possible overtime during the coming season. This had disturbed him considerably because he was of the opinion that anyone who was in our organization now who was not willing to play the game to the limit certainly did not understand all the implications of our experiment and our responsibilities toward it. He wanted a very thorough discussion by Council of this question of overtime in order to reach the best basis of understanding about this problem, so that there would be a minimum of friction during the coming season.

George Gregory stated he was much surprised to find there was criticism about the possibility of our having to do overtime during the tomato season, and anyone who did complain already about that possibility certainly was not a co-operator and even one person could do considerable damage in breaking down the morale of a number of other people. He thought we must make up our minds that we have to get through with the oncoming pack with a limited pay roll and each of us must do our very best to assist in whatever manner we can.

Mary Lipferd agreed with George and said she, too, was very much surprised to hear that anyone in our group now would even comment about the fact that we needed to work more hours in tomato season than is ordinarily the case. She stated that if anyone did have such an idea about work in this plant, they certainly had a wrong conception of the whole idea of industrial democracy.

Ethlyn Christensen said she wanted to clear up certain misunderstandings which had arisen in the past week. She stated she had been credited with having said certain things which were not true and these things had been repeated and had been the cause of some hysteria, although she herself had not been consulted about the truthfulness or accuracy of the statements. She said she was credited with having said that she was going out to wage a battle against overtime, which was not true. She stated further

that she had been quoted as saying that she was going to report to the proper authorities any disobedience of the state laws about overtime for women. She wanted to quote her own statements which she admitted having made, which were as follows: That she was willing to work overtime in the face of present conditions, although as a matter of principle she believed that a minimum of overtime should ever be indulged in. She said that because of certain beliefs she had about the worthwhileness of state laws which govern working conditions, she had stated she thought she must stand by the observance of any such state law which might be on the books of Indiana. She had not meant to infer by this that she was going out to wage a battle against overtime in any way. She repeated that she would have appreciated having a frank discussion about this matter before it had been taken through so many hands in a rather hysterical manner without consulting her, and that certain misunderstandings could have been cleared up if this had been the case. She thought there had been certain misunderstandings last fall amongst the group of wage workers which had never been cleared up properly because such a system of frank discussion had not been indulged in.

Albert Hines replied that he believed as Ethlyn did in certain of the things she had said, but stated that we have always obeyed all state laws and that it was not the intention of any one of us to go forth and break any laws at this time. He stated that he and almost all other folks in the organization were much interested in keeping hours to the very lowest minimum possible, but that good judgment had to be used and when excess hours were needed, we just had to work and that was all there was to it.

Wm. P. Hapgood stated he would like to know what we mean when we say overtime at the Columbia Conserve Company, because he did not believe that we had any such practice. He stated that inasmuch as we have a very flexible program which means from no hours at all at certain periods to any hours which might be needed to carry out production needs at other periods, and we were paid whether we worked many hours or no hours, we could not very well say that we had overtime.

Miss Franz stated that she did not believe we were subject to the law which had been referred to with regard to working overtime for women. She thought we might be in a special class because we were all owners and not merely employees in our company. Dorothea Nord Holt explained that there was a law on the statute books of Indiana which stated that women could not work between the hours of 10:00 p. m. and 6:00 a. m. on anything except certain exempted kinds of work. It had been our belief in the past that we had been exempt from this law because of handling seasonal products like tomatoes, but it had been discovered last fall that this was not the case and we had immediately set about to conform to the law. We had been using a double force up to that time, which included the use of women during the night shift. When it was discovered that this was contrary to the state law, a change was made at once, and since that time no one has worked between the stated hours contrary to the law.

Mr. Hapgood stated that the matter of law was a technicality which could be referred to proper channels for information, and that he tended to agree with Miss Franz about her interpretation of it. He stated we did not need to indulge in further discussion about this, but could find out from our lawyers. It was the other angle of the case which interested him more, and he would like more discussion of the second part of the question, which was, "What is overtime for us and have we any real overtime or undertime?"

Hugh Bogardus asked what we considered overtime when figuring records in the Standards Department, to which Dorothea Nord Holt replied that we use the average number of hours which are the practice of the company during nine months of the year as the basis for a standard week and day. These are 45 hours a week or nine hours a day for five days a week.

Milburn Forth said he didn't see what difference it made what we called it, but we consider excess hours over nine hours a day at this time.

Mr. Hapgood then asked, "What is overtime in busy season and have we any such overtime? Dan Donovan replied that he did not think we had any overtime in the sense in which Mr. Hapgood used the term.

Mr. Hapgood offered the following suggestions for consideration. That we consider a standard week, or a normal amount of time in any week, as that

amount needed to get the work done which is necessary to be done during that week which, in hours, means from zero to the amount determined by the exigencies of the period in question. The limits to the amount of hours which are to be worked by any of us are only those of health and legal requirements. He said that, of course, we can add people to our pay roll when we wish to do so, but such employment is a matter for discussion and decision by Council.

Milburn Forth thought we wou'd still use the term "overtime" any way because it is a part of our language and we have become accustomed to consider as overtime any amount of hours worked in excess of ordinary accepted practice. He thought we did accept the theory of working as many hours as may be necessary, and we had practiced it for some time. He believed that there need be no fear of disturbance if we use the term "overtime."

John Brophy stated that whatever we called it, we would still have to do it, and whether it was disagreeable or not, it would be up to us to do whatever work was necessary to be done.

Dorothea Nord Holt stated that she believed Milburn was not quite stating the whole truth when he said we all accepted the theory of working as many hours as need be, because there seemed to be a tendency among certain employees which indicated that these individuals considered themselves imposed upon if they were asked to work any hours above the stated number of nine a day or 45 a week. It was her opinion that we must guard against this tendency amongst ourselves and realize that we have to meet production needs as they arise in the best way we can.

William Hapgood said he was interested in getting a discussion of the second point mentioned by Bert, which was the matter of criticism of possible placement for work during the tomato season.

Dorothea Nord Holt explained that the preliminary estimates had not been intended as final decisions, but were listed only so that production needs could be known. Personnel had been placed in relation to those needs and an idea had been obtained as to pay roll requirements for the coming season. Although the placements had been made to the best ability so far as selection of certain individuals for some jobs were concerned, there were other individuals who had been placed in certain jobs merely because those jobs need to have someone in them to fill them, and this was the best method of determining tentatively the use of our present pay roll. Bert Hines agreed that this was the case and explained that the whole business had been that of suggestion. Even so, it was well to keep in mind that all of us have to fit into whatever work is assigned to us without complaining or being too choicy when circumstances make changes necessary.

Wm. H. Hines stated that he could see nothing wrong with the procedure which had been followed, and he did not believe that it had been intended to secure final placements so far as general efficiency in all the jobs were concerned, but merely to get an estimate of the personnel needs in total.

Mary Parris explained that certain statements had been made in the Label Room about certain placements which had been on the estimated list and that this had not been in the spirit of criticism or complaint, but merely because certain individuals wanted information about it.

Powers Hapgood stated he believed we should give a little more time to the discussion of the matter of a need for direct clearing up of misunderstandings and not becoming hysterical over statements or repeated statements which had been made and to which Ethlyn Christensen had referred. He believed it was very important that we do have better understanding in the group and use a more direct means of clearing up possible misunderstandings.

Mary Lipferd stated that she thought we needed to be taught to have more courage to state our opinions openly and above board and where it would do most good.

Walter Mullen stated that he thought most everyone in the group would have to learn to discount about half of what he heard, because a great deal of what was said was not really intended anyway.

Albert Hines stated he thought there was a good deal of truth in what Ethlyn had said and also what Powers had said, but he believed that statements should be made in Council about matters of such a nature as would cause uneasiness and not have these statements made on the floor of the factory or in groups outside of the plant.

Wm. P. Hapgood said he agreed with Bert that it certainly was the obligation of any of us to state our beliefs in Council about subjects which may possibly cause hysteria, and not on the floor of the factory or elsewhere.

Powers stated that if that rule was strictly adhered to, it would greatly curtail free discourse, because people just naturally talk among themselves in groups, and we should make no effort to stop this sort of discussion.

William Hapgood stated he very carefully had said that he meant subjects which might cause hysteria and he wanted to place on the agenda for discussion later, "What subjects do cause hysteria?"

This whole discussion had been indulged in for the purpose of clearing up our minds about certain subjects, and there was no decision which needed to be reached about anything in connection with it.

The next item on the agenda was a report from the Health Committee, submitted by Howard Herner, chairman. Howard stated that the only person on the list now receiving medical attention was Ardeth White, who has had an operation and is doing very well. A question was asked about the condition of Eugene Lobb at this time, to which Howard replied that the doctors were puzzled by his case. Dr. Burckhardt had reported that he thought we may have to pension Gene soon if the condition which causes continual disturbance and relapses into the nervous condition he suffers from could not be cleared up. However, no decision had been reached about this matter as yet and a later report will be submitted to Council when the doctors decide what they want to do.

Howard reported about the Canadian students who had been discussed in the last Council meeting as being rejected by Dr. Canaday. Dr. Burckhardt had examined the two boys in question and had reached the same decision as Dr. Canaday. One of the boys, Frank Burton, had decided to return to Canada and have the operation performed which the doctor recommended. The other boy, Lloyd Reynolds, had decided to stay for the time being, and the Health Department had decided that they could find work of which he was capable of performing without injury to his health. Burton would have been permitted to stay if he had cared to do so, but he decided that he would rather return to Canada at this time.

The Needs Committee was asked for a report, but there was nothing on their agenda for Council attention.

At this point, introduction of various visitors of the evening was in order. Mr. W. P. Hapgood introduced first of all, Mr. Harpell of Quebec, Canada, who had come to visit us for a day and a half because of his interest in our form of industrial management. Mr. Hapgood stated that Mr. Harpell was a member of the Robert Owen Foundation in Canada, and has been interested very much in industrial democracy for some time.

Mr. Harpell spoke for a brief time and stated that he had been much interested in industrial education for a long time. He was particularly interested in our procedure in tonight's meeting and said that he had been pleased to note no indication of hysteria or personal reactions when we were discussing our relations with each other. He thanked us for the privilege of visiting us and hoped he would be able to return at some future date.

Powers Hapgood next introduced two friends of his, Mrs. Laura Gray and Mr. Harold Gray, of Birmingham, Michigan. Mrs. Laura Gray chose not to make any remarks. Powers stated in his introduction of Harold Gray that he and Harold had been in college together and that for some years after their college experience they had not had any contact with each other, but that later they had met again in China. Since that time they had met at infrequent intervals.

Harold Gray spoke briefly about his pleasure in having been privileged to visit us during the day and stated that

recently he had bought some preferred stock in our company and that he would conclude his remarks simply by saying that his impressions of the company during the day and at the Council meeting made him feel very proud to be a stockholder with us.

Albert Hines introduced a friend of his, a Mr. Zobbe, who spoke briefly about his pleasure at being in the meeting and the fact that he had not considered it a possibility that such a group of persons could discuss such things as sales problems intelligently. His surprise was even keener to note that women had participated in the discussion of such a problem. He stated he was very much impressed by the discussions of the evening and thanked us for the privilege of attending and hoped he would be able to come again at some future time.

The chairman welcomed all these visitors in the name of Council and invited them to return whenever they could.

The meeting stood adjourned at 9:40 p. m.

H. DOROTHEA NORD HOLT,
Secretary.

Those who participated in the discussion in this meeting were as follows:

Leo Tearney, Mary Lipford, Powers Hapgood, John Brophy, Wm. P. Hapgood, Hugh Bogardus, Howard Herner, Albert Hines, Lawrence Roberts, Garnet Lohman, George Gregory, C. E. Franz, Milburn Forth, Wm. H. Hines, Mary Parris, Walter Mullen and Dorothea Nord Holt.

TO OUR STOCKHOLDERS

Our earnings for the fiscal year ending June 30, 1931, were not sufficient to pay dividends on both preferred and common stock. While the action of Council in voting to transfer the Pension Surplus to our regular Surplus has made that account large enough to permit of the payment of both dividends the directors think that should not be done, both because they believe we should keep all possible cash in the business at present and also because the outlook for the present fiscal year is very uncertain. The directors have decided, therefore, to pay dividends on preferred stock but to pass those on common stock. With reference to the prospects for this year our most urgent need is the strengthening of our financial position. This must be done chiefly by the reduction of our inventory. In addition we should increase the amount of our preferred stock because even should we reduce our inventory this year by as much as one-third it will still leave us under-financed unless we make a substantial profit which is very unlikely. It very seldom happens that a profit can be made during the process of reducing greatly an inventory unless at the same time sales are greatly increased.

During the last six weeks we have sold about one hundred shares of preferred stock ($10,000.00). We believe that additional sales can be made if we will suggest to our friends who approve of what we are doing that they make investments with us. I believe that an investment in Columbia preferred stock is as safe as most of the investments that can be made today.

WM. P. HAPGOOD.

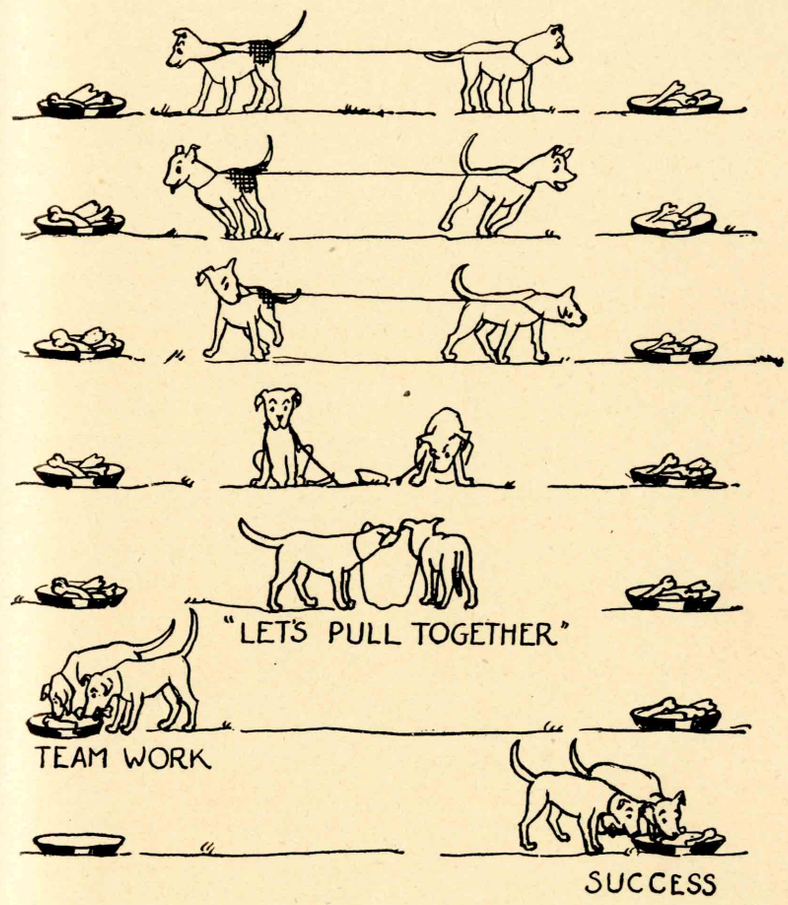
Die when I may, I want it said of me by those who knew me best, that I always plucked a thistle and planted a flower where I thought a flower would grow.—*Lincoln.*

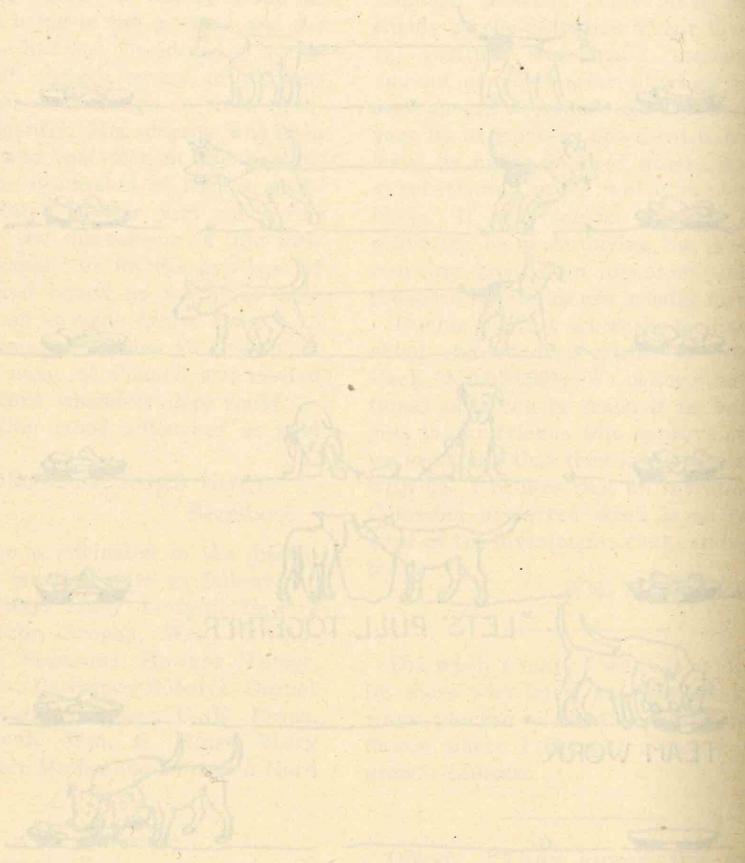
Officer: "Your honor, this man is charged with stealing snuff."

Judge: "Discharged! Snuff is made to be pinched!"

Tourist (at a country hotel): "Can my wife and I have a room with a shower?"

Proprietor: "Waal, I can give you a room that leaks, but I'm ding busted if I can guarantee rain."





The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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FACTORY SONG

I have fed myself with all of the sweet things I can reach,
And I go to bed hungry,
I stand up again tired.
The days are as timeless, as dreary,
As the endless rain in the tawdry street.
All tunes are tasteless,
All jests are bitter.
Once an hour came, like a blown white cloud,
Of peace and vibrant living.
The days are sullied city pavements,
The nights are gaudy shops.
I have sought my hour of peace in every corner . . .
I go to bed hungry,
I stand up again tired.

CHARLTTE CORBETT,

Antioch Student and Former C. C. C. Employee.

THE COLUMBIA CAULDRON

Published Monthly
BY OF AND FOR EMPLOYEES
of the
COLUMBIA CONSERVE COMPANY
INDIANAPOLIS, INDIANA

A CO-OPERATIVE HOSPITAL

A hospital owned by the patients and employing doctors on salary is a new step in co-operative enterprise in this country. Such a hospital is found in Elk City, Oklahoma, where 2,000 farmers in nine western Oklahoma counties have formed a Co-operative Health Association and have built what is known as the Community Hospital. Dr. M. Shadid, founder of the association, tells something of the plans and hopes of those responsible for the institution in his dedication address:

"To dedicate a hospital is a common enough incident in human affairs, but to dedicate a hospital owned by 2,000 families and democratically managed in the interest of its owners is a rare privilege. Indeed it is so rare that an opportunity like this has never been enjoyed throughout the length and breadth of this great land of ours till this present hour.

"This hospital is unlike every other hospital in America. Every other hospital is built and conceived either as a profit-making enterprise or a charity institution. This hospital is neither a profit-making enterprise or a charity institution. It is strictly a co-operative institution founded on the principles and ideals of the co-operative movement.

"A privately owned hospital is not an unmixed blessing. A capitalistic hospital or a capitalistic enterprise of any kind is conceived and based on profit to its private owners. It is oftentimes a great evil. And it is not without reason that many people shun a hospital as they do the plague. A hospital should be the next thing to heaven for sick people. But under the profit system it is considered a calamity to need to go to a hospital, because it is an expense nowadays that only the few can afford, and furthermore it is a revolting thought to make profits out of the misfortunes of the people, and sickness is at best a misfortune, especially so among the poor.

"A charity hospital likewise is not an unmixed blessing. Charity is a crime against the poor. It is merely a substitute for justice in the world of capitalism and a mighty poor substitute at that. The people do not want charity. And the only reason they need it is because they are denied justice under capitalism. Charity paralyzes self-respect and effaces self-reliance.

"This hospital is not built for profit or for charity. It is dedicated to the service of its shareholders and to the service of humanity at large. It aims to serve without the profit motive on the one hand or the condescending sense of charity on the other hand. Its ideals are the ideals of the co-operative movement, its cause is the great co-operative cause, and that is the cause of the people, the cause of the disinherited and the poor.

"We have organized the Co-operative Health Association for the purpose of protecting the farmers as consumers of medical and hospital service. Too many farmers have lost their farms through ill health in their families and are unable to avail themselves of the benefits of doctors and specialists and hospitals.

"On the one hand are the people with their ills and their poverty and on the other hand stand an army of doctors, surgeons and specialists with modern means of examination and treatments, and the two are unable to get together because the people are not able to pay and the doctors are unable to treat them and operate on them and hospitalize them without pay. We are endeavoring to solve this problem of health. We are trying to organize the people in an association where they may build their own hospital and have their own doctors on a

salary basis and thus bring down the cost of doctors and hospitals within the means of every man regardless of economic status.

"In dedicating this hospital to the co-operative movement, we indeed dedicate it to human uplift, to the physical, moral and financial rehabilitation of those who labor, but who never have received the benefits of their own labor, the labor of their hands and their brains."

CANNING WORKERS STRIKE

At the call of the Agricultural and Cannery Workers' Industrial Union, some 1,500 cannery workers went out on strike in San Jose, California, last month. The workers who had been receiving only 30 cents an hour demanded a 10 per cent. increase and union recognition. Most of the strikers were women.

CO-OPERATIVES IN LAWRENCE, MASSACHUSETTS

The building of a new dairy on the co-operative basis gives evidence of a steady growth of the workers' co-operative movement in Lawrence, Mass. The interest in co-operative methods began in 1919 when textile workers lost a strike and found their unions ruined. Since then the co-operatives have grown until today coal, groceries, milk and other dairy products are sold by co-operative societies.

AN INTERNATIONAL CO-OPERATIVE FACTORY

According to a report from the International Labor Office, the Scottish Co-operative Wholesale Society is attempting to build an international co-operative factory to manufacture linoleum. Many northern European co-operative groups have registered their interest in the enterprise to the extent of offering financial help and promising to give the factory their trade. Pledges of $125,000 and $25,000 have been received from the Swedish and Norwegian co-operatives respectively, and Finnish societies have promised their support.

It is the hope of these groups that this step will keep the linoleum industry from going into the hands of a single international combine, a thing which has been threatened by recent mergers in the business.

CANDID OPINIONS

"Unless drastic measures are taken to save it, the capitalist system throughout the civilized world will be wrecked within a year. I should like this prediction to be filed for future reference."—Montague Norman, Governor of the Bank of England.

"One more winter of destitution and hunger will suffice for the greater part of Europe to turn Bolshevik. There are already quite distinct and unmistakable symptoms of the bolshevization of Europe. There are plentiful signs indicating a process of disintegration of the middle classes, who readily embrace Bolshevism. A highly symptomatic fact was furnished the other day when the platform and program of the Communist party was adopted by one of the farmers' organizations in Germany. The intelligentsia openly inclines to the Communist doctrine. Should communism step across the Vistula, it would suffice for it to spread over the whole territory to the Rhine, for it to spread like a plague throughout Europe and the rest of the world. Not a single country represents an island of safety both in the political and economic respects. If the Geneva disarmament conference should end in failure, it might quite possibly be the prelude to a world catastrophe—1932 will be either a year of doom or one of revival."—Mussolini.

"There is not only no starvation in Soviet Russia, but the workers live much better there than in other countries. To save themselves, the workers of the world must hurry to imitate the remarkable example of the people of Russia. Talk about forced labor is nonsense. There is no forced labor in Soviet Russia. There is forced labor only in the western countries where workers give up the product of their labor to others, while in the Soviet Union the workers personally use the product of their labor. We are staggering near collapse. We may get over our difficulties, but it will be by following the example of Russia."—George Bernard Shaw.

"Do we want a rebellion of the army of unemployed? Can the financiers and the wealthy feel secure in their homes when millions are hungry?"—William Green, President of the American Federation of Labor.

Norman, Mussolini, Shaw and Green sound as if Mr. Ham Fish and Mr. Matthew Woll have something to worry about after all.

THE HISTORY OF A CO-OPERATIVE MINE

This is a story of courage.

It's the story of some 175 men having too much pluck to curl up and quit when confronted with seemingly insurmountable obstacles.

It's a story of how a group of coal miners found themselves facing a desperate situation and decided to put up a fight on it; to meet it standing up.

It's the telling of how this body of valient men went in debt $91,000 and for two and a half years have worked and sacrificed and hung on until they are clear of debt, own a property all paid for which gives them employment four or five days every week despite the harassed condition of the coal mining industry generally—a condition which has resulted in hundreds of valuable coal mining properties being abandoned.

It's a story which has to do with the experiment in employee-ownership of the Bicknell Coal Company, at Bicknell, Ind.

Here it is:

The Bicknell Coal Company came into existence as the result of an extreme depression in the coal business which has been growing more and more acute for the past seven years, and has resulted disastrously for many coal producing concerns, including the former owners of the Pan Handle properties at Bicknell.

No Work for Two Years

Thousands of men depending on the coal industry were out of employment. The little city of Bicknell had suffered untold losses and hardships for a period of almost two years, during which the mines had been unable to operate and the men who depended on them for employment had been without work. A statewide appeal for aid had been sent out and had met with a splendid response.

Conditions had at last become intolerable with both employer and employee. The property which is now owned by the Bicknell Coal Company was being permanently, albeit prematurely, abandoned. Such a calamity would have resulted in ruin to many of the former employees who would have thus been forced to seek other employment wherever it might be found; and at a time when employment was most difficult to secure.

Life Savings Menaced

Lifetime savings of many men in the prime of life and beyond would have been thus ruthlessly lost to them for all time. It would, indeed, be impossible to paint a word picture that would adequately portray the resulting ruin, desolation and hardships which would have thus been foisted on the community, for it would have continued with many throughout the span of their lives. The community in general would have suffered loss beyond repair.

Out of this chaotic and distressing condition, the Bicknell Coal Company was born. It is a mutualized business organization, almost wholly owned, and completely controlled, by the employees. Out of one thousand shares of the authorized capital stock, 952 shares are owned by employees. The remaining forty-eight shares are owned by as many business men of the city of Bicknell, who subscribed and paid for this stock at the inception of the movement to provide capital for the initial expense of the venture and for the benefit of the community in general.

In Debt $91,000

On February 1, 1929, a contract was concluded with the Pan Handle Coal Company for the purchase of the Pan Handle properties in Knox county. The employee-owners in making the purchase, contracted a debt of $91,000 and took over a mine which a reputable coal firm had failed to make pay.

The men had a will to work, and they were determined that nothing should deter them in their enterprise. Some of the men had been out of employment for months; others had had only part-time jobs which served to keep food in their homes.

Although they were all exceedingly anxious to get started earning money for their home expenses, the men proved their zeal for their undertaking when they voted to each draw only $1.50 in cash per day for the first twenty working days!

This sacrificial spirit permitted the mine to start making money, and from that time until the present the men have drawn a better wage.

Reach First Goal

The company has also been able to keep the debt retirement going, and all obligations incident to the purchasing contract were completely discharged during June, 1931. Title to the property,

free of indebtedness, thus passed to the Bicknell Coal Company.

It had been a hard two and a half years, but the men say it was worth it. Incidentally, at the present time there are 178 employee-stockholders in the company.

Periodical statements prepared by most business institutions deal principally with profits earned. In a review of the business of a mutualized organization such as the Bicknell Coal Company, SUCCESS should be measured not so much by the profits earned as by the good that has been accomplished, the security of the company's financial structure, and the betterments effected to secure future progress.

In these essentials, the results have not been all that was desired, but they are still exceedingly gratifying, especially so when considered in connection with the present economic condition of the country in general, and the coal industry in particular.

The financial condition of the company as of July 31, 1931, was as follows:

Assets

Cash on hand in banks	$14,235.68
Accounts Receivable	17,385.55
Inventory of finished product (coal on cars)	1,981.50
Notes Receivable	6,723.15
Inventory (explosives stored at cost)	543.41
Fixed Assets (complete mine property)	93,250.41
	$134,119.70

Liabilities

Accounts payable	$11,369.25
Stock subscriptions	95,000.00
Reserves for local taxes	2,371.09
Reserves for depreciation and depletion	23,133.21
Earned surplus	2,246.15
	$134,119.70

Community Gains

Well over half a million dollars has come into this community as a result of the operations of this mine. Local expenditures of the company during the two and one-half years of its existence amount to the sum of $663,667.15, divided as follows:

Labor	$526,934.97
Purchased power	48,518.85
Royalties on coal mined	18,700.11
County taxes	5,900.22
Death benefits	550.00
Supplies and miscellaneous expense (estimated)	27,000.00

More Coal Per Man

The spirit of loyalty and co-operation within the personnel of the company has been nothing short of remarkably splendid. Tons of coal produced per man-day for operating days only have averaged seven plus during the life of the company, as contrasted with approximately six tons per man-day for operating days only during the last two and one-half years of operation of the same property by the former owners.

It has been said that every successful institution is but the lengthened shadow of a single man. It's doubtful if that one man could be picked out in this instance, but if one were to be chosen, the choice would fall on Wesley S. Harris, superintendent of the mine and president of the company.

Harris Key Man

Mr. Harris has spent long years in the coal mining industry; he had much experience in working with men. He was known to the men of the old Pan Handle Company, having been superintendent of the mine. The men had learned that when Wesley Harris said anything they could depend on it being that way. They liked him; they trusted him.

After two and a half years of co-operation, they still like him and trust him and depend upon him. Coal buyers and mine equipment supply houses have the same sort of confidence in him.

Other men in the organization have carried their burdens; in fact, every man involved deserves credit for making a success of the undertaking. The 178 men, from the youngest lad in the pit to Mr. Harris, have worked together. Had they not, there's no doubt but that their experiment would have failed. And, despite the splendid financial condition of the company, a lack of co-operation could easily plunge it into failure even now.

Other officers, chosen by the men themselves, who have served during these trying two and a half years are: John Silvers, vice-president; E. J. Stivers, secretary and treasurer; John Milligan Sr., George Smith Sr., F. I. Pearce, Albert Dumas, L. E. Thompson and William A. Kennedy directors along with the three first-named officers.

Jack Thompson has been foreman of the mine, with John Schofield and William Day as assistants. The top foreman is William Rottet.

Work Is Steady

Coal mining is notoriously unsteady employment, even when business conditions generally are good. Out of a total of 765 possible working days in the past two and a half years, they have operated the mine 516 days. This is an average of 68.7 per cent. of full time.

It is the aim of the company to ultimately acquire for employees the outstanding stock now held by the business men of the city, thus making the institution one hundred per cent. employee-owned.

Workmen to Benefit

It is also the aim and purpose of those engaged in the venture that the producer shall receive a compensation for his labor in direct proportion to prosperity of business in general and the industry in which he is engaged in particular, and that all of the profits incident to the venture shall accrue to the credit of the individual producer in proportion to the effort, skill and ability put into the enterprise.

It is confidently hoped by the company that eventually a scale of wages may thus be established second to none in the industry.

(The above account was given in the columns of The Bicknell News, Sept. 5, 1931. The history of the Bicknell mine is likely to prove of very great interest to all persons who are devoting time and energy to the creation of better human relations in industry. It is true that no industry in the United States or in the world has been so plagued with the evil results of bad relations between owners and workers as is the case with the mining industry. The venture at Bicknell suggests that even in this industry it is possible for workers to enjoy a comparatively good standard of living within a co-operative enterprise.)

Blush Proof

"Is he financially embarrassed?"

"He's in debt, but it would take more than that to embarrass him!"

Draw a Bottle

"Papa," said the small daughter, "how many kinds of milk are there?"

"I dunno. Why?" replied papa.

"Because I am drawing a picture of a cow and I wanted to know how many faucets to put on her."

Educational

Somebody asked a college professor how science helped business, and he replied, "What would the suspender business amount to without the law of gravitation?"

ENDORSES CO-OPERATIVE ENTERPRISE

A significant step was recently taken by the National Association of Retail Grocers when they endorsed the following resolution, which pertains to co-operative enterprise:

Whereas, the growth of corporate chain retail distribution exerts a competitive pressure by reason of volume buying and centralized direction, which may be most effectively met by the individual merchant only through efficient co-operative distribution plus co-operative trade action, therefore,

Be It Resolved, that, the National Association of Retail Grocers looks with favor upon such co-operative enterprise among individual retail grocers as is soundly conceived and under efficient control and management in their interest, whether the same is of the purely co-operative type, owned, controlled and directed by retail grocers, or the independent wholesaler-retailer group organization, provided such group organizations recognize the necessity of maintaining and supporting the retail grocers trade association and fully co-operating in all essential trade activities which are necessary to the best interests of the industry.

If co-operative retailing has proved itself to the extent of endorsement by the nation's independent food merchants the retailer who is contemplating a membership in a co-operative organization may be practically assured of success if he works the plan religiously.—Taken from New England Grocer and Tradesman.

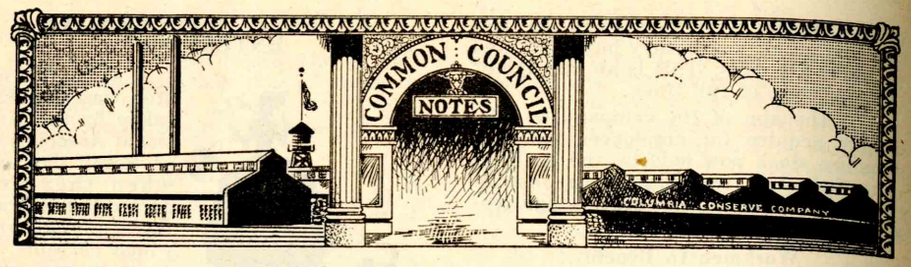
Within the Law

"How nice it must be to work beside so many cakes!" exclaimed the benevolent old gentleman to the little boy in the baker's shop. "But don't you ever feel you would like to eat some of them?"

"Oh, no, sir," was the reply. "That would be stealing—but I just gives 'em a lick now and then."

Time Flies

Only a few short years ago, two-thirds of the population was wondering how to pronounce the word "garage."



Regular C. C. Meeting, Friday, August 7

Chairman, C. W. Knapp.

The chairman called the meeting to order at 7:00 P. M. and the minutes of the previous meeting were read and approved.

The first order of business was a report from the treasurer, Howard Herner, on the financial condition of the company for the month of July.

Howard stated that the following facts summarized the situation.

We were $15,000 better off at the end of July than we had been at the end of June. This had been due partly to the fact that we had sold $7,500 worth of preferred stock during the month and had had the use of deferred salaries to the amount of $10,000. Without the use of this $17,500 thus put at our disposal we would have been $2,500 worse off at the end of the month than we had been at the beginning.

Our sales for July, 1931, had decreased $8,000 as compared with July, 1930.

Our raw material expenses will increase, probably, during the next several months because of materials needed to handle the tomato pack.

Our greatest source of financial relief will be from increased sales of our inventoried products thus decreasing our finished goods inventory. In the meantime, until such a reduction in our inventory is accomplished, we shall need the assistance of the money put at our disposal as a result of deferred salaries and of whatever sales of preferred stock we may be able to make. It is not advisable at this time to recommend any change in our plan for deferred payment of salaries.

After several questions had been asked and answered relative to this report it was accepted as given. No action was needed since the report was given merely to keep council informed of business conditions.

Mr. Wm. P. Hapgood next suggested that we consider appointing a committee to investigate the cost of living in Indianapolis now as compared to a year ago and perhaps to two years ago. He said there were two reasons for this suggestion.

First, if such a study were made and we found that the cost of living had gone down we might feel better about receiving only half our incomes at present and would realize that perhaps we were not as badly situated as we might otherwise think.

Secondly, we could use such data at a little later time when we are in a position to return to a full salary basis.

It was Mr. Hapgood's opinion that if we returned to a full basis of salary payment at our former rates and we discovered that the cost of living had decreased since those salaries were set this would really be equivalent to an increase in our salaries. He wished to focus council's attention on the problem of earning enough money during the next year so that stock dividends, at least, could be paid and it was his belief that this was going to be a difficult task for us under the present circumstances. If such proved to be the case he thought we would not be justified in allocating to ourselves any higher incomes through maintenance of former rates in face of decreased cost of living.

For these reasons we would like to know the difference in the real value of the dollar as suggested.

John Brophy said he thought the question of incomes was a very complicated one and needed careful consideration before any action was taken. Standards of living might be affected adversely by any change in our incomes.

Mr. Hapgood replied that he was interested in lining up the cost of living of individuals with the cost of living of the company as this seemed to him to be the problem which confronts us. He said he thought it was not equitable of us if we failed to consider our stockholders who were also our partners in the business.

John said he thought that standards of living were factors to consider in dealing with stockholders.

Mr. Hapgood repeated that he wanted us to get our minds on our responsibility toward our stockholders. He restated his reasoning on decreased cost of living and maintenance of former salary rates which would be equal to increased incomes for us as individuals at the possible expense of our stockholders who might not receive dividends because we might fail to earn enough to pay them. He said he was not attempting to evaluate the situation as to whether our standard of living was high enough when the present rates were set.

John Brophy and Dan Donovan spoke to the point that stockholders, too, would be getting the benefits of any possible decrease in costs of living. Dan said he thought that standards of living were largely individual matters and it was quite possible that there might have been an unconscious increase in our standards occasioned by absorption of any change in the real value of the dollar during the last two years.

Mr. Hapgood said that standards of living had been injected into the discussion but that so far as he was concerned he was talking only in terms of "real income." He wanted it definitely understood by the whole group that he was unwilling to continue to carry the major part of the burden of the company responsibility towards our stockholders as has been his lot for a long time. He said that he had been responsible almost entirely for the contract entered into in 1925 and before that time, as well as since, he, together with a few others, had had to carry the load of responsibility towards the stockholders.

He wished now to get the whole group to thinking more seriously about this aspect of our business. The data he suggested that we get is merely a step in this direction looking toward future action.

Dan Donovan, Arlie Myers, and W. H. Hines, all spoke to the point of believing that the entire group of employees was quite willing to face its responsibilities squarely and had demonstrated this fact in the past a number of times. It was mentioned that the group was quite willing to go the limit and usually showed a mighty fine spirit when asked to shoulder any kind of responsibilities. Undoubtedly this present situation would be met with the same attitude.

Walter Mullen suggested that it might be possible for the group to relinquish some of the present privileges which are enjoyed, notably medical protection, and in this manner help turn back some money for the use of the company.

After some little further discussion it was moved by Dan Donovan and seconded by Ken Lucas that a committee be appointed to investigate the facts of real income now as against a year ago.

Homer Shelley, Ken Lucas, Dan Donovan, Albert Hines, and Arlie Myers all spoke to the effect that they were in favor of the motion and that we needed such information periodically, in a company such as ours, to check on conditions. Especially is this kind of information necessary in times of crisis, because a lot of loose comments and speculation are indulged in about the value of real money and cost of living which have no basis in fact.

The question was asked as to what period of time the committee, if appointed, would be expected to get the data to cover. The answer was given to this as one year. The chairman put the motion to a vote which resulted in a unanimous decision in favor of the motion.

It was then moved by Dan Donovan and seconded by Mary Lipferd that this committee be composed of five persons to be appointed by the committee on committees. Taken to a vote this was carried unanimously.

The next item on the agenda was a report of the catsup situation given by Mr. Wm. P. Hapgood. Mr. Hapgood had been in Chicago during the past week and had found out certain facts relative to the catsup distribution possible in that area during the coming months.

A resume of the decisions of the Executive Committee of the Sales Department together with the General Sales Committee about the packing of catsup as an emergency item during the coming season was given by Dorothea Nord Holt. This emergency catsup would be packaged in a slightly different manner than our regular catsup. This difference would be notably in the dressing of the bottle and the handling of the package. For instance, it is customary on our regular package to use a slip cap, a neck band and a face label, and to polish the bottle rather thoroughly. On the emergency catsup it is the intention, where possible, to use only a face label, eliminating the neck band and the slip cap, and to put a minimum of labor on the cleaning of the bottle. In addition the emergency catsup will be shipped directly from Paragon and will be sold only in carload lots.

Mr. Hapgood stated that in Chicago

he had found that it might be necessary to have a slip cap on the bottle and in most cases perhaps a neck band will be required. On account of the additional expense involved this might require a slightly higher price for the catsup than had been estimated in the recent meetings. However, he believed that we could dispose of all the catsup we could pack at Paragon under emergency conditions. He, therefore, suggested to Council that we prepare to run the Paragon plant at full capacity for production of catsup as an emergency item.

Some questions about the production problems involved in the handling of this catsup were asked and answered. These related chiefly to the probability of our getting orders fast enough to take care of the catsup while it was being run at the Paragon plant without necessitating storage.

The next item on the agenda was a report from the Committee on Committees. The new members of this committee had been convened with the carry-over members and new officers had been chosen during the past week. The officers now are: Chairman, Basil Covert; Vice-Chairman, Albert Hines, and Secretary, Opal Hassenzahl.

Basil Covert, Chairman, reported that the committee had appointed members to two new committees as follows: The committee recommended the appointment to the Reception Committee for Council of Milburn Forth and Edna Pavy.

It was explained that this committee's duties would include the taking care of visitors to Council suppers and evening council meetings, and seeing to it that such visitors were made comfortable and taken care of properly.

It was moved by Arlie Myers and seconded by Mary Lipferd that we accept the recommendation of the committee. Taken to a vote this was carried unanimously.

The next recommendation presented by the committee was the appointment of Walter Mullen, Ken Smith and Lillie Steele, to the Committee on Grocery Prices and Policies.

This committee's responsibility included a review of the prices of goods sold to employees through the company grocery and the policies governing such sales. It was moved by Howard Herner and seconded by Chloe MeHarry that we accept the recommendation of the committee. Taken to a vote this was carried unanimously.

The next report was from the Standards Committee submitted by Homer Shelley, Chairman. Homer explained that a series of meetings had been held of the Standards Committee together with department heads in the last week to try to determine the use of personnel during the forthcoming tomato pack. In line with this procedure, and after some discussion in the committee, it was recommended to Council that the Standards Department discontinue all records except those for total man hours including lost time and time used for social and educational purposes, for the period August 15th to October 15th, and that one person be retained in the Standards Department to get these records. It was suggested that a later discussion could be entertained by Council before the work of the Standards Department, as now carried on, was reinstalled following the tomato packing season. Mary Lipferd moved and George Gregory seconded the motion that we accept the recommendation.

Ken Lucas said he thought it was a shame to discontinue the work of the Standards Department now and not have the complete records for the tomato packing season. He thought we had better think the matter over very carefully before we reached any decision about this problem.

Arlie Myers explained his views about the recommendation. He had been a member of the committee which favored the recommendation. He stated that a number of records were being kept by the Standards Department now which were not used for any practical purpose. He said he believed we needed to get certain of the work carried through which was being done by the Standards Department but that we did not need, or were not using, all of the present data gathered by that department. He believed that we needed more motion study and more cost records but that we did not need some of the Standards records which were merely put into files without being used by other departments. He stated that the Standards Department as such was too expensive for our organization for the good we derived from it. He did not think that the $6,000.00 per year, which is approximately the cost of personnel of that department, was justified.

Ken Lucas then stated that he wondered if even one person ought to be kept in the department in line with what Arlie said.

Arlie replied that certain things were of value, but other things were not especially useful and that if such other records as were being kept were of value these values ought to be pointed out and put to some practical use.

Homer Shelley replied for the Standards Department, in answer to a question, that there was a value in continuous records for the purpose of comparison of one year with another year. He stated that if records for the forthcoming tomato pack were not kept there would be no comparison with last year and no cost for the present year possible from the point of view of labor costs.

Wm. P. Hapgood said that he questioned our use of the data that had been accumulated to date. He stated that he believed that those industries which were most successful today are those who use just such information properly. He stated that it was not modern to get along as we have in the past and that it was not a fault of the system, as such, but our use of the system. He said he disagreed with Arlie Myers and that it was not intelligent for us to assume that the method of keeping standards was wrong but to find out whether or not we were making proper use of the records which had been obtained.

Arlie replied that we have no present means for using the data in a very successful manner. He stated that inefficiency when found was so often excused for one reason or another and that Standard records were of no real value because they could not be applied.

Mr. Hapgood stated he believed it was mistaken of Arlie to think that no use could be made of these records. He stated that we could continue our method of guess rather than a scientific analysis of facts if we chose to, but this was rather an ostrich like way of living.

Homer Shelley replied to certain questions about the Standards work and said he believed that such records as had been obtained were really the basis of cost accounting.

Howard Herner stated that the past records were incomplete from which to find cost. He believed we needed more data in order to get a cost system or to find unit costs for our products. He said he thought Mr. George Chesney was not a cost engineer and had failed to include that part of the work in his installation of the Standards Department here.

Dan Donovan stated that George Chesney admitted having a doubt of applying the standards system in the Columbia Conserve Company in a conversation which Dan had had with Mr. Chesney. Dan said that Mr. Chesney's approach was that of reducing personnel through increased efficiency and that Mr. Chesney had stated his job was not to demonstrate how to improve individual efficiency, but to install a method whereby individual efficiencies could be shown and these records used in any manner the group saw fit. Dan stated that he thought the company had gone into the Standards work rather blindly and that if we could not show positive results after several years of work with the Standards it indicated that we had made a rather bad investment in this instance.

Albert Hines stated that he thought the Standards work had been very beneficial and that this has been especially true for the leaders. He stated that it was his opinion that the leaders were at least 60 per cent. more efficient on their jobs since they had had the use of standards work to help them than they had been before we had had such a department. He stated that we had recently lost enthusiasm in production and that this had been more true in recent months because of the low production schedule but that this ought not to continue indefinitely. This was not a reflection on the Standards Department's work but rather demonstrated the inertia of the group which was clearly shown in low rates.

After some further discussion Mr. Hapgood stated that he was unwilling to have the discussion curtailed at this point and would rather see the matter tabled until the next meeting when it could be gone into again more thoroughly. He stated that it was not fair to ask for a definite showing of positive results from the Standards work any more than it was fair to ask the Sales Department why certain results had not been obtained by it during the last year in spite of increased costs in that department.

Wm. P. Hapgood moved and Dan Donovan seconded that we table this recommendation until our next Council meeting. This motion was carried unanimously.

The next item on the agenda was the discussion of what wage rates could be set for use at the Paragon plant during the 1931 tomato packing season. Dorothea Nord Holt explained the system which had been used at Paragon last year, which, briefly, was that the same differentials were allowed at Paragon as obtained at the plant in Indianapolis and the only difference in rate was that a 25 per cent. less amount was paid at Paragon than at Indianapolis on account of difference in cost of living, in the one place as against the other.

Wm. H. Hines stated that he believed that for the present season our rates should be based the same as competitive rates in the Paragon district. He cited instances of rates which are being paid at the coal yard and lumber yard and several other minor industries which employ people in Paragon. He stated that we were running the Paragon plant too short a time to become involved too much with differentials and other payments, and that we were not in a position to pay those this year.

Arlie Myers stated that not many people would be seeking work at Paragon this year, as is usually the case, because it is only a small village and most of the people who will be working at our plant will be drawn from surrounding farms. These people are not dependent upon industry for a year round maintenance but fill in a portion of the fall with such work as can be found to add to their regular incomes.

Mr. Hapgood asked about the tonnage rate we are paying this year on tomatoes in the Paragon district in comparison with our competitors. He stated that if our tonnage rate was considerably higher than our competitors we were in that manner helping the total situation for that community, and perhaps doing as much as we are able to for this year.

Wm. H. Hines replied that we will be paying $13.00 per ton in that area and that Van Camp will be paying $11.00 or less per ton in the same district.

Albert Hines stated that he thought we should pay as much as, or perhaps slightly more, than the going rate for the workers in that district, but that we should not pay differentials this year and that we should pay only for actual time worked.

Ken Lucas asked about rates for women to which Billy Hines replied that we could get comparative rates from Martinsville which was some nine miles distant from Paragon.

Dan Donovan moved and Wm. P. Hapgood seconded the motion that Wm. H. Hines, Albert Hines, and Arlie Myers be given the responsibility to determine wage rates to be paid at Paragon this year and that these rates be set in comparison with the prevailing rates for that locality. Taken to a vote this motion was carried unanimously. It was the understanding that this committee will report its decision to Council for approval at the earliest opportunity.

Wm. P. Hapgood presented the next item on the agenda which was with reference to the re-employment on wages of Maynard Cole. The case of Maynard Cole was very familiar to Council and did not need very much further enlightenment. Mr. Hapgood stated that Maynard had developed a deep interest in the Columbia and that it fills a spiritual need for him which he could not obtain in any other relationship. He stated that Maynard did not need the job so much, or scarcely at all, as an economic need but that it was a real spiritual need for him and that Maynard's mother would be glad if he could be re-employed with us for the sake of Maynard's happiness.

It was stated that the situation was a delicate and difficult one to handle because of the peculiarity of the case and that we would have to approach it from the point of view of the social relationship. During the time that Maynard had been employed with us, it was felt that a great deal had been accomplished to make him feel as though he were really a member of the group and that he really belonged. This has been accomplished successfully and our consideration at the moment must center on our ability to reinstall Maynard in our midst in order to carry on the spiritual relationship which has been built up to date.

A number of people spoke in favor of re-employing Maynard because of the spiritual value this job with us carried for him. It was also spoken of that Maynard had developed an ability to do his work quite successfully when he chose to. In this respect he was much improved also, and Miss Franz stated that she thought we could well afford to re-employ Maynard and take him back on the basis of one-half his former wage rate. This would put him on the same basis of one-half income that all other workers in the company are now receiving. Miss Franz moved and Chloe MeHarry seconded the motion that we take Maynard Cole back into our employ at one-half the wage rate he received at the time of his dismissal. This re-employment was understood to be for the special reason as outlined. Put to a vote this motion was carried unanimously.

The next item on the agenda was the reading of a letter received from the Continental Can Company with respect to allowing a delegation of Russians representing the Amtorg Trading Corp. to visit our plant during the forthcoming tomato packing season.

With very little discussion it was moved by John Brophy and seconded by Ethlyn Christensen that we grant permission to the Russian delegates to visit us whenever they chose to during the coming packing season.

Taken to a vote this motion was carried unanimously.

The meeting stood adjourned at 9:40 P. M.

Those participating in the discussion in this meeting were as follows: Howard Herner, Dan Donovan, Homer Shelley, Wm. P. Hapgood, John Brophy, Arlie Myers, Walter Mullen, George Gregory, Kenneth Lucas, Albert Hines, Laurence Roberts, Mary Lipferd, Basil Covert, Chloe MeHarry, Wm. H. Hines, Estella Franz, and Dorothea Nord Holt.

C. C. Meeting, Friday, August 14

Chairman, C. W. Knapp.

Minutes of the previous meeting were read and summarized.

The first item on the agenda was the continuation of the discussion of the recommendation presented by the Standards Committee at the last meeting. Homer Shelley gave a resume of the previous discussion and said that during the time which had intervened a further discussion had been entertained by some persons with respect to the necessity for getting certain costs during the forthcoming tomato pack.

John Brophy asked about the previous discussion, wanting to know whether or not costs ever had been considered by the Standards Committee.

Homer Shelley replied that certain cost records had been obtained at Council's instruction and these had covered the period for the month of March in an effort to establish a system for later use. It had been the intention to have Howard Herner of the Bookkeeping Department go over these accumulated cost records and find out from them what next steps would be necessary but this has not been possible to date on account of Howard's inability to study these records. This had been occasioned by the heavy burden of responsibility Howard has had in recent months with respect to financing the business and that no time had been available for the necessary study and discussion of these records.

Ethlyn Christensen asked whether or not it would be possible to separate the discussion of the Standards recommendation from a discussion on the question of the advisability of obtaining cost records during tomato season.

Dan Donovan supplemented this by asking why costs could not be considered separately. He thought we could accept the recommendation submitted by the Standards Committee with respect to the keeping of total man hour records and discontinuance of the balance of the Standards' Department work during the period covered by the recommendation. W. P. Hapgood wanted to know why we should be so formal and stick so closely to Robert's rules of order. He thought Dan's proposal was an unnecessary procedure since we might discuss the whole problem and make one decision to cover both angles of the question.

Dan Donovan was of the opinion that we were discussing two separate things. The first thing was the matter of keeping costs and the second was with respect to Standards work. The chairman asked about the work of the Standards Department in relation to costs to which Homer Shelley replied that labor costs were necessary to know in order to obtain further cost records. Homer thought that it was very necessary to know the labor values underlying all production.

Arlie Myers stated that he thought that one person could get all the necessary information for total man hours and that certain other information as might be needed could be obtained in the manner discussed in the Standards Committee meeting so that cost on this season's tomato soup and tomato juice could be obtained.

Dorothea Nord Holt stated that this was not true, insofar as eliminating all persons from the Standards Department with the exception of one and expecting that one person to get the necessary data was concerned. She did not believe that it would be possible for one person to collect all the needed information in order to find the labor values involved in the various items packed during the forthcoming tomato season.

Wm. H. Hines said he thought it was necessary to obtain a unit cost and that he was strongly in favor of having this done but was not in favor of continuing a lot of unnecessary records which he termed as "so much red tape."

In answer to further questions, Homer Shelley stated that the cost records on labor values which had been obtained for the month of March had not been used, as he had stated before, because these had not been discussed and applied. He stated that certain information has been obtained during the last two years and that these labor values were known in total but needed collection and application before they could be of much value in determining costs.

Wm. H. Hines said he thought we

might obtain enough information by close study of the records already available from previous years, so that we could form an opinion as to this year's cost on the basis of the cost obtained last year.

Wm. P. Hapgood stated that we ought to give careful consideration to obtaining as scientific an analysis of costs as was possible for us to obtain and that unless we did so we would be continuing to live in a fool's paradise where we chose to guess rather than to know the facts on important costs of production.

He said further that he believed we should consider putting the responsibility for obtaining complete costs on the Standards Department if it seemed unlikely that we would get the necessary cost records from the present method of trying to combine the standards records with information obtained in the bookkeeping department. He was of the opinion that it is more necessary now than at any other time for us to know costs very accurately because of the keen competition which faces us in the market today. He mentioned the fact that we must know costs very completely and accurately if we are to set our selling prices on emergency items intelligently and that more and more we are faced with the possibility of having to use our tomato soup as an item which can be sold near to cost rather than as we have formerly done making that item carry part of the burden of cost of other items in the selling prices we have named.

Howard Herner explained that he thought the cost data which had been obtained by the Standards Department through the month of March had been only partial, and in his opinion had included only the labor values up to the process department. He believed that it was necessary for us to have complete data covering all the rest of the departments on an actual basis and not on a partial one.

Dorothea Nord Holt stated that the figures obtained for the month of March had been complete insofar as labor values were concerned and that this covered complete labor values for both direct and indirect time.

John Brophy said he was interested in getting results and was much in favor of cost accounting and we needed to know costs but he did not want a continuation of certain standard records. He was not in favor of grafting the two departments, the Standards and Cost Accounting into one department. His contention on this question was that it was possible to get the costs without continuing certain of the Standards work which is in vogue at present.

Wm. P. Hapgood attempted to get the discussion centered on costs needed on items packed during the tomato season and whether or not we wanted such records and the question of who was to obtain those records. He did not see the necessity of becoming too involved in a discussion at this time about the continuation or discontinuation of the Standards Department as such.

Wm. H. Hines repeated that he was interested in obtaining unit costs but was not in favor of continuation of certain standards work which he considered unnecessary.

Wm. P. Hapgood said that he wanted very much to have a scientific survey of the whole standards problem. He stated emphatically that this was a highly scientific kind of work and that he doubted whether any of us within the organization fully understood the problems of scientific management, or the uses to which Standards records could be put. He suggested that we confine our present discussion to the problem of obtaining certain cost records for the tomato packing season because of the necessity for knowing the cost on these items in order to set selling prices later. He also recommended that we postpone further discussion on Standards work until such a time as we could get the engineer who had installed the Standards system to come to a Council meeting and explain the whole problem of the Standards work thoroughly.

After some further discussion it was moved by Wm. P. Hapgood and seconded by Dan Donovan that the matter of continuance of Standards work be left for later consideration when we can have Mr. Frederick E. Shanley, who installed the Standards system for us, to come to a Council meeting to explain the whole situation. Taken to a vote this motion was carried unanimously.

It was then moved by Dan Donovan and seconded by Mr. Wm. P. Hapgood that we get a complete cost on tomato items packed during the forthcoming tomato season, using the method already in effect to determine the cost on raw material and overhead insofar as that is possible, and having this work done by the Standards Department with whatever personnel is required to obtain the necessary data.

Questions were asked regarding the number of people that would be required to get these costs and whether or not it would be necessary to keep a perpetual inventory in order to get detailed cost on material and overhead. Answers to these questions indicated that it would not be necessary to keep a perpetual inventory at this time since we could get sufficient information for our present purposes from the system already being used for obtaining costs on raw materials and overhead.

Because of the uncertainty of just how much work would be involved in the new arrangement it was not possible to forecast exactly just how many people would be needed to carry through this work. It was suggested that it be left to the head of the Standards Department to consider the question of personnel and to bring in a later report on this work. Taken to a vote the motion was carried unanimously.

The next item was a report from the Committee on Committees given by Basil Covert, chairman. Basil presented a recommendation from the committee that Kenneth Lucas, Ethlyn Christensen, Dan Donovan, Estel Goodnight, and Dorothea Nord Holt be appointed to the "Cost of Living Research Committee."

It was moved by Milburn Forth and seconded by John Brophy that we accept the recommendation. Motion was carried unanimously.

Wm. P. Hapgood said that he wanted to explain further his ideas about the responsibility of our group towards our stockholders which he had touched on in the last meeting. He gave a list of the present common stockholders and the amount of stock owned by each and stated, in total, the amount of preferred stock which is outstanding and the approximate number of preferred stockholders outside of employees of the company. The present common stockholders are very few in number and, outside of some half dozen employees who hold common stock, there are only a few others, and these are mostly members of the Hapgood family. We have always considered stockholders in the company as our associates rather than mere investors with us. The owners of preferred stock are for the most part persons who have invested money with us because of an interest in our social program and these investors we have looked upon rather in the nature of being co-partners of ours.

We have considered it an obligation of ours to carry through our contract arrangement with our present common stockholders as quickly as possible though there has been no time limit when this contract must be completed.

Mr. Hapgood said it was his belief that during the present fiscal year we are apt to show a very considerable operating loss and we should do all in our power to prevent such loss if possible. If we could not prevent completely the showing of a deficit in operating expenses we should at least prepare to minimize that loss as much as possible. We might do this by setting up certain reserves from our labor earnings. Mr. Hapgood said that in his own experience it was clearly demonstrated that there was a very considerable difference in the employers' psychology and employees' psychology when matters of business management were under consideration and that we had to face the problem of merging these two psychologies into one in our group and meeting both as intelligently as possible. He asked the group to consider the whole problem of the business outlook for the coming year and to reach as intelligent a conclusion as possible and then set up some methods to meet the situation. He said in our experience and in the experiences of most other businesses it was very hard to reduce a heavy inventory without showing a loss and our present problem was that of reduction of our inventory and of getting out of debt by maintaining or increasing sales.

John Brophy asked what effect might be obtained through steps we could instigate now to set up such reservations as suggested. He was interested to know what reaction this might have on bankers with whom we are dealing and on our jobber distributors.

Mr. Hapgood replied that it would have a considerable influence on the bankers but not so much on our jobber distributors. John Brophy then suggested that we might broaden the committee activities to include recommendations on concrete ways to accomplish aimed for results of creating the necessary reserves to safeguard the business as far as possible against loss during the present fiscal year.

Mr. Hapgood suggested that we accumulate a reserve out of our labor earnings until the end of the present fiscal year. If at the end of the year we show an operating deficit this reserve could be charged off. If we showed a loss of only a portion of the amount which had been accumulated in reserve a partial repayment could be made against payroll. If we showed no operating loss for the year the full amount should be repaid to the workers.

John Brophy said he was in agreement with this suggestion and proposed allowing the committee to work on this angle of the problem of creating a reserve fund

by placing a certain portion of our salaries into such a fund in the manner suggested. He was of the opinion that the business must be protected at all events and that our first consideration now was to use every possible means to safeguard ourselves against operating deficit.

Kenneth Lucas asked what effect a financial tie-up between our jobbers and ourselves might have on our financial position. Dan Donovan replied that he thought this would have a very good effect if this could be obtained and that Mr. E. Milton Jones had had a certain proposition in mind at one time which he had made to Council similar in nature to this plan. If we did make any such connections it would be all to the good, but it would not be likely that we could do so in the near future.

John Brophy restated his opinion as to the need for safeguarding the business and wanted our attention focused on possible concrete ways and means of achieving this result.

Dan Donovan was in agreement with preparedness against an eventuality and said it was not so necessary for us to find the purchase power of a dollar now as against a year ago, but to find out ways and means of creating a reserve fund whether or not there had been a change in the real value of money.

Ethlyn Christensen and Wm. P. Hapgood spoke in favor of the suggestion of having the "Cost of Living Research Committee" work on this new proposal and bring in a recommendation with respect to it.

It was moved by John Brophy and seconded by Mary Lipferd that the newly appointed committee be authorized to make a recommendation about the readjustment of deferred salaries to the end of creating a reserve fund for safeguarding the business against possible operating deficit during the present fiscal year. Taken to a vote this motion was carried unanimously.

Howard Herner stated that he wanted other things considered besides salaries and the possibility of creating a reserve from payroll. He was of the opinion that many other things could be investigated and expenditures checked so that savings might be effected.

Several people spoke to the effect that we should consider all possible angles for effecting savings and the committee was instructed to bring in any recommendations it could with the purpose in mind of creating what savings were possible in any lines.

The chairman asked for a report from the Health Committee to which Howard Herner replied that no report was available this week, but that at the next meeting a special one would be made. He stated that at the next meeting it was the intention of the Health Committee to have both Dr. Leer and Dr. Burckhardt present so that a full discussion of the health program might be entered into.

The Needs Committee did not have a report, though there was a case pending which needed attention. It has not been possible for this committee to meet during the past week.

The Committee on Setting of Paragon Wage Rates this year had not had time to complete its work and no report was available as yet.

A brief report about the Indianapolis market was submitted by the salesmen who have been working this area during the past week.

Ted Probst stated that he had found a pretty good private label soup coverage in this district as far as the independent stores were concerned, but that he was of the opinion that most soups sold here were being distributed through the chain stores. He suggested that the volume of sales during the past week had not been great but that distribution had been good.

Robert Davis stated that there were some 900 independent grocery stores to call on in the city and that while to date the volume of sales had not been great, so far as his own experience was concerned, he found a good coverage of private label soup in the independent stores.

Arlie Myers asked about the movement of goods in stores where our demonstrators have worked during recent months.

Elwyn Jones stated that he had found in his calls only two stores where our demonstrators had worked recently and one of these was now out of business and the other one very weak. This might not indicate the general condition but it had not been possible as yet to check on many stores where demonstration had been done.

Dorothea Nord Holt asked how many chain stores there were in the city and Howard Herner replied that there were 406 such stores.

Wm. Hapgood said that he had been told that 40 per cent. of the grocery business in the city was done through the chain stores.

Mr. Hapgood next reported on the Chicago experience that Mr. Hewson and he had had recently with respect to getting opinions about using our own label. This report had been made very fully in a sales letter but was touched on briefly for the benefit of Council. Two well posted men in Chicago had stated very positively that they believed we should push our goods under our own label in certain areas. This problem will be considered more fully by the Sales Department. It has already been discussed and certain decisions have been reached regarding it as far as the immediate present is concerned, but certain other plans are being formulated whereby it may be possible to secure outlets for our goods under Columbia label in certain areas where we have not sufficient coverage under jobbers' labels.

The chairman next read a list of unfinished items on the Council agenda and among other things it was noted that we have for consideration the problem of free lunches in our cafeteria. It was moved by Howard Herner and seconded by Mary Lipferd that we remove the subject of free lunches from our agenda. Taken to a vote this was carried unanimously.

Among committees which are due to report and which have had a long time for consideration without any further report back to Council was one for reconsideration of policies governing our group life insurance and the interrelation of this with our pension plan. Homer Shelley, chairman of this committee, stated that it had not been possible for the committee to meet, to date, because various members had been away on vacations but that it was the intention of the committee to report at the next Council meeting.

The visitors of the evening were next introduced and Prof. Walter H. Mohr and Prof. W. E. Winfary both spoke briefly. Each of these gentlemen expressed great pleasure at having had the opportunity to visit our plant and to sit in at the Council meeting. They thanked Council for the privilege of bringing their group of students to the plant and having our production methods and our social policies explained to them.

The chairman of Council thanked them for their remarks and invited them to return whenever they cared to do so.

The meeting stood adjourned at 9:30 P. M.

Those who participated in the discussion were as follows: Homer Shelley, John Brophy, Ethlyn Christensen, Mary Lipferd, Dan Donovan, Wm. P. Hapgood, Arlie Myers, Wm. H. Hines, Howard Herner, Kenneth Lucas, Albert Hines, Basil Covert, Milburn Forth, Ted Probst, Robert Davis, Elwyn Jones, and Dorothea Nord Holt.

Regular C. C. Meeting, Friday, August 21

Chairman, C. W. Knapp.

The meeting was called to order by the chairman and the minutes of the previous meeting were read and approved.

The first item on the agenda was a report from Albert Hines, Production Superintendent, about the advisability of working on Saturday in order to get an added number of cases of non-tomato items produced. Bert stated that inasmuch as tomatoes were now beginning to be received, it was necessary to run whatever non-tomato items we could along with our regular production of tomato items and to add an additional amount of goods on Saturday because of the shortage of non-tomato items in our stock, and the fact that we could not run these goods in advance on account of our general warehouse situation. Bert suggested that we should begin working all day on Saturday on and after August 29th, and if we did not receive enough tomatoes to run half days on Saturday, then we would run the whole day on non-tomato items; but in the event we received enough tomatoes to run part day on that item, we would run half day on tomato soup and the other half day on non-tomato items. Bert presented this suggestion in the form of a recommendation. It was moved by Arlie Myers and seconded by Mary Lipferd that we accept the recommendation. Taken to a vote, there was unanimous agreement to start working on Saturday as from August 29th, and to continue until further notice.

The next question was whether or not Council meetings should be continued on Friday nights. William H. Hines stated he thought we could have a Council meeting next week unless conditions changed materially on receipt of tomatoes. It was agreed, after brief discussion, that we would have a Council meeting on August 28th, unless production prevented it. In the event production did not allow for a Council meeting, a notice would be posted and the Council meeting cancelled.

The next item on the agenda was a report from the Sinking Fund and Economy Committee which had been prepared during the preceding week following the appointment of this committee at the last Council meeting. Kenneth Lucas had been

appointed chairman of the committee and gave a brief resumé of the work done, and stated that Ethlyn Christensen, who served as secretary, would read the complete report. The report given was as follows:

"Two weeks ago, upon the request of Council, a committee of five was chosen, charged with the responsibility of investigating the purchasing power of the dollar today as compared with a year ago. Last Friday night the duties of the committee were enlarged and emphasis placed upon its finding ways and means of setting up reserves which would protect the business against loss during the coming year.

"With this in view, your committee has met during the week, and early in its meetings decided that it should be called a Sinking Fund and Economy Committee, which means that the group has concerned itself chiefly with a consideration of methods by which a sinking fund might be created rather than with the question of the cost of living. In view of our needs as a business, it was recognized that adequate reserves were absolutely essential and that, no matter what the purchasing power of the dollar was, we needed to protect ourselves against a deficit at the end of the year. Mr. William Hapgood, who was called before the committee, believed that a fund of approximately $50,000 would be needed as a reserve to insure us against loss during this fiscal year. He based his estimate of loss on two counts: First, our tomato soup sales are 153,000 cases less this year than they were at the same time last year, which means a reduction of some $240,000 in sales. It was Mr. Hapgood's belief that we might make up some $40,000 of that in the sale of non-tomato products, making our shrinkage for this fiscal year approximately $200,000. With a shrinkage of $200,000 there will be a reduction of $80,000 in our gross profit this year as compared with last year. This estimate was arrived at on the basis of the fact that gross profit on sales last fiscal year was about 40 per cent. Mr. Hapgood figured also that, due to lowered selling price on our products, there would be a reduction of income to the amount of $25,000, making the total reduction from these two causes $105,000. There is a possibility of saving about $25,000 in our wage payroll, because we intend handling our tomato pack with no additions to our regular force during this fiscal year as compared with last year, which would reduce the estimated reduction in gross profit to $80,000. As our profit for the last fiscal year was something in excess of $20,000, if we should suffer during the present fiscal year a reduction of $80,000 in gross profit, it would mean a net difference of about $60,000.

"In addition to the reduction in our sales we have the problem of liquidating an unusually large inventory which is almost always a costly process. It is the experience of most business organizations that a loss is sustained when an inventory is liquidated. There is, of course, the possibility of a shortage in this year's tomato crop, which would increase the value of our inventory, but the chance of that happening could not be predicted with any degree of certainty and could not, therefore, be given much consideration.

"Howard Herner was also called before the committee, and it was his feeling that our loss at the end of the year would not be as great as Mr. Hapgood felt that it would be, but he was not able to give any figures as to what he considered a fair estimate of loss. Miss Franz and Billy Hines, whose opinions were also asked, felt that Mt. Hapgood's estimate was conservative.

"Largely upon the basis of the facts presented by Mr. Hapgood, the committee agreed that we recommend to Council that we create a sinking fund of approximately $50,000, that fund to be used to make good an operating deficit.

"After thoroughly canvassing the possible ways of creating such a fund, the committee drew up the following three proposals for Council's consideration:

"Based on becoming effective October 2, 1931 (fourteen weeks' deferment).

Plan No. 1

"Employee would get three-fifths in cash, at company's earliest convenience, of his total deferred salary, the other two-fifths would go to sinking fund. Salary would be deferred 20 per cent. as of October 2. Amount accumulated by this plan by June 30, 1932, would be $44,-896.80.

"Illustration of employee receiving $39 per week and $22. Three fifths of deferred salary in cash, $163.80—$92.40. Salary, October 2, would be $31.20—$17.60.

Plan No. 2

"All of already deferred salary be paid in cash and employee's salary be deferred 27.37 per cent., effective October 2, 1931. Amount accumulated by this plan by June 30, 1932, would be $44,-896.80.

"Illustration of employee receiving $39 per week and $22. All of deferred salary in cash, $273—$154. Salary, October 2, would be $28.33—$15.98.

Plan No. 3

"Place already deferred salaries into sinking fund and defer salaries 9 per cent., effective October 2, 1931. Amount accumulated by this plan by June 30, 1932, would be $44,983.14.

"Illustration of employee receiving $39 per week and $22. All of deferred salaries cancelled. Salary, October 2, would be $35.49—$20.02.

"Of these proposals, the committee was unanimous in its acceptance of Plan No. 1, feeling that it most adequately met the needs of both the company and the individuals, and recommends to Council that it be accepted. Mr. Hapgood reminded the committee that we had already found our way out of two critical situations.

"Our first problem was the stabilization of our debt, and then we were faced with the necessity for setting up a reserve during a period when income was lean. Both of these were accomplished because of our willingness to defer 50 per cent. of our salaries. We have now reached a stage where our problem is that of creating a sinking fund, and Mr. Hapgood felt that the creation of such a fund out of payroll would take care of this emergency just as salary deferment has taken care of the other emergency situations.

"The committee recommends creating the reserve out of payroll, with full recognition of the principle that the first charge upon industry is wages, but believes that in thus protecting the business we most effectively protect wages.

"The committee realizes that there are many economies that can be practiced throughout the business and urges that these be considered at every point, because the more money which can be put into the fund through this channel, the less will have to be taken out of payroll.

"The committee further recommends that, beginning September 1, our present 50 per cent. salaries be increased 10 per cent., making the amount we receive 60 per cent. of our full salaries; that in the middle of September there be another 10 per cent. increase, and on October 2 we receive a third 10 per cent. increase, bringing us up to 80 per cent. of our salaries, where we shall remain until July 1, 1932. The other 20 per cent. of our present salaries, along with the two-fifths of our deferred salaries, will, as Proposal No. 1 specifies, be put into the sinking fund.

"A periodic review of the situation will, of course, be made, and the committee recommends that on January 1, 1932, a full report on conditions be made, with the view to making any adjustments, if any can be made."

Kenneth Lucas called attention to the fact that any one of the plans which might be accepted by Council for the creation of a sinking fund would result in approximately the same cash return at the end of the year for such a fund. He also emphasized the fact that if Plan No. 1 was accepted it would not mean an immediate repayment of three-fifths of the deferred payment allowance on the amount which had been deferred from salaries during the period since June 26, but that this repayment would be made at the earliest convenience of the company.

Mr. Hapgood opened the discussion by giving an analysis of the sales situation and gave a very clear statement about the estimate he had used as a basis for the possible amount of operating deficit during the current fiscal year.

Since the last committee meeting Mr. Herner had worked out an estimate of possible shrinkage in sales of approximately $300,000 during the first six months of the present fiscal year, and while he had proceeded on a somewhat different basis than Mr. Hapgood, they arrived at approximately the same conclusions as to the amount of shrinkage in our net profits which might be shown at the end of the first six months of the fiscal year. While Howard's estimate had been $100,000 larger for sales shrinkage, he included certain definite amounts of savings in definite categories which Mr. Hapgood had not attempted. The net operating profit which Howard concluded might be the result of the first six months of the current fiscal year was approximately $88,000 less than for the same period last year.

William H. Hines, Arlie Myers and Albert Hines all spoke to the point of the possible wage payroll savings this year, with the exclusion of the Paragon wage payroll which, of course, would have to be met the same as last year. They were in agreement that our salaried force would be in position to handle the tomato pack this fall with no additions to our payroll or, at worst, with very few additions if the crop proves a heavy one. In answer to a question it was stated that interest rates on money for the current year would be the same as last year.

It was explained that the Paragon general expenses have not diminished

this year, but have rather increased on account of the necessity for installing equipment for the labeling of catsup at that plant and for improvement of equipment which had been there last year. It was stated, too, that catsup, while it would be an outlet for surplus tomatoes, would not carry more than cost, with perhaps no loss, but very likely will show no profit to us this year.

John Brophy moved that the report and the recommendation of the committee be accepted. This motion was not seconded and the chairman proposed that the Council take the report by units and discuss each part separately.

Mr. Hapgood suggested accepting the recommendation regarding the forecast first. John Brophy replied that he wished to have the complete recommendation and report accepted, and wanted attention centered on the report itself, which was his reason for moving that the report and the recommendation be accepted. Miss Franz agreed with Mr. Hapgood that it would be wiser to discuss the report by separate units. Ethlyn Christensen thought it would be more advisable to consider the report as a unit, and Dan Donovan explained that the report was the basis for the recommendation of the committee and ought to be considered as a whole.

Mr. Hapgood restated his opinion about wishing to center attention on the forecast of sales conditions and estimates of sales shrinkage first, and said he would like to have the other salesmen present express opinion on the estimate of sales for the current fiscal year. Mr. Hapgood said he felt very uncomfortable under such complete acceptance of one or two estimates as a basis for the thinking of Council.

Following this the chairman called on several of the salesmen in the room to express opinions on the estimate of sales as given by Mr. Hapgood and Mr. Herner. Ollie Chambers said he thought the estimates given by these two were very conservative. Dan Donovan explained that technicians have been consulted in the fields where estimates were submitted, and that if these estimates were incorrect we might get a refund from the sinking fund at the end of the fiscal year. Dan explained the complete report and the method of thinking of the committee in detail.

Anderson asked about the tomato soup sales of 1930 versus 1931, and it was stated there had been a decrease in the present fiscal year of 75 per cent. under last year. Elwyn Jones asked about the shipments during July and August in comparison with last year, and these showed about the same unfavorable results.

Ted Probst stated he was in agreement with Howard Herner's estimates and felt that we were in need of creating a sinking fund. John Brophy stated he was in agreement with the need for creating the sinking fund and that was his reason for wishing the recommendation of the committee to be accepted.

Elwyn Jones, Milburn Forth, Basil Covert, Mary Lipferd and Jack Evans all spoke in favor of creating the sinking fund because the estimates, as given, seemed to indicate a very considerable need for having such a fund with which to face a possible operating deficit at the end of the current year.

Dan Donovan explained that the committee had in mind a revision of the total situation at the end of the calendar year, at which time any adjustments might be made which seemed advisable, if conditions seemed more favorable then than now.

Kenneth Smith asked a question about the possibility of meeting the payroll at this time if it were raised to be 60 per cent. rather than 50 per cent., which is being paid now. Howard Herner replied that in his judgment this was possible or he would not have recommended it.

Wm. Hapgood asked the question as to whether Council was in agreement about the need for a sinking fund and about the amount which was necessary to defer into that fund.

Dan Donovan stressed the point about the need for Council to consider the building up of a sinking fund in a different light than as a reduction of salary because it was not intended that we should consider it in this light, but rather that the amount deferred into the sinking fund was necessary in order to safeguard our total salary income and the business itself.

It was moved by Jack Evans and seconded by Arlie Myers that we go on record as being in favor of creating a sinking fund of at least $45,000. Taken to a vote, this motion was carried unanimously.

It was moved by Arlie Myers and seconded by Tom McCloskey that we create the proposed sinking fund from deferred salaries placed into a reserve for this purpose. Taken to a vote, this motion was carried unopposed.

It was moved by Dan Donovan and seconded by John Brophy that the recommendation of the committee to accept Plan No. 1 be accepted by Council. There was some discussion as to which of the three plans should be accepted. Arlie Myers stated he would be in favor of Plan No. 1, provided the amount which was to be repaid from deferred salaries accumulated out of the 50 per cent. deferment since June 26 would not be paid until after a review at the end of next December.

Wm. H. Hines and John Brophy both thought Plan No. 1 would be best for the group as a whole.

Walter Mullen asked whether or not it would be possible to allow each individual to choose whichever of the three plans suited him best. Howard Herner replied this would entail endless bookkeeping and would not be practical for that reason.

Dan Donovan explained the committee's function and stated that a recommendation brought in by any committee authorized by Council for the purpose of investigation and recommendation should receive the consideration of Council, and either be accepted or rejected. This was strictly in accordance with parlimentary procedure and had nothing to do at all with Roberts' Rules of Order. Dan was of the opinion that Council should have considered the report and the recommendation, in total, as presented by the committee. He was of the opinion that Council should now consider the motion before it, which was to accept Plan No. 1.

After brief discussion, a trial vote was taken which showed unanimous agreement in favor of accepting the motion, which was the acceptance of Plan No. 1. Taken to a final vote, there was unanimous agreement in favor of this motion.

The next report was from the Health Committee, presented by Howard Herner, chairman. Howard read a written report which had been prepared after the last meeting of the Health Committee.

A special meeting of the Health Committee had been called in order to discuss the carelessness toward, and the abuse of, our health program by employees and their dependents. It was pointed out that appointments were not always kept, which often meant a loss of time by the doctor or dentist, and in some cases meant harm to the person involved because of such negligence.

Mr. Hapgood, a member of the committee, thought that the committee should meet more often because it was largely responsible for the way the money was spent for the health program, and any person guilty of abuse or neglect of such should be called before the committee and his case investigated. If this did not help matters, such cases should be brought before Council, which in turn could decide what should be done in each case and what penalties should be attached for such negligence.

It was felt there were two main reasons why many people in recent months had expressed a wish to abandon our health program because of dissatisfaction with the way in which it was administered, and these were: (1) Because many of them were not benefited by the health program directly, and (2) because the program was so often abused.

The following is a partial list of people recently who have been guilty either of carelessness, neglect or abuse of our health program: Norris Glidden had refused to let our dentist scrape his teeth before cleaning them, because he said that this method caused his gums to hurt. It was pointed out that while there was some pain which accompanied the cleaning of teeth, it was necessary to have this operation performed properly in order to safeguard the teeth, and that we should follow the good judgment of our dentist and not our own wishes in such a matter. It was further pointed out that Mrs. Glidden had had a great deal of work done on her teeth and had evidently profited by it.

Blanche Forrester had had a blister on her heel and had received treatment from the company doctor and had been instructed to return for further treatment but had failed to return for this care. As a result of carelessness on her part this blister had developed into erysipelas and had become a serious infection. This infection might well have cost her the loss of her leg or possibly her life and certainly cost her much pain and the company a considerable hospital and doctor bill as well as the loss of her time from work.

Lafe Gardner's wife had had a new set of teeth prepared for her by our dentist and this work had been quite costly. Because of the fact that the teeth did not immediately fit just as she would have liked them to she decided to file the teeth herself and used a common ordinary steel file. This had injured the set of teeth considerably and occasioned quite a monetary loss as a consequence.

Carl Durrett's wife had refused to go back to the dentist to have certain work finished which had been started and which was quite necessary to have done. This had followed after much time had been spent on her teeth and if she fur-

ther neglected her teeth it might mean a considerably larger amount of work which might need to be done in the future.

These were cases in point of abuses of the health program either through neglect or ignorance which cause a considerable amount of expense which might be avoided. It was the consent of the committee in its meeting to bring this matter before Council and to let Council decide what was to be done in such cases.

This completed the report as given by Howard but Miss Franz added another point which he had failed to mention which was to the effect that it had been agreed in the committee that it would save considerable time and expense if employees and their dependents would be considerate enough to come to the plant for treatment during the doctor's daily hours here for minor ailments and preventative treatments instead of going to Dr. Canady's office.

George Gregory said it might be easier to have our health program administered properly if we should all have it made more plain to us that such expenditures come out of our own pockets ultimately.

Mrs. C. W. Knapp said she thought we needed education on this subject in order to know when to call a doctor and when not to and how to follow his directions properly.

John Brophy thought, in such a program of health as we have, we needed considerable group education. No such program was fool proof and we had to use our own best judgment and continue to educate ourselves. He thought we ought not to be discouraged because of the fact that the program had been abused in some instances and in most of these instances the abuse had been occasioned not so much willfully as due to ignorance.

Miss Franz stated the committee was not discouraged but it did believe Council should consider seriously the importance of proper administration of the health program.

Jack Evans agreed with Mrs. Knapp's suggestion of education and said he thought it was a good one. Our doctors might well consider giving a series of lectures to our employees and their dependents which would instruct them more properly in the purposes of the health program.

Doctor Burckhardt said he thoroughly agreed with this suggestion and had been waiting for just such an invitation for some time. He would be more than willing to assist in building up a program of education for our group this fall after the tomato packing season was over.

John Brophy suggested placing this matter on the agenda for further discussion and decision after the tomato season, to which there was general consent.

Howard Herner added that there were other cases in the past year of neglect and abuse of the health program, but he could not cite them offhand.

Jack Evans said he agreed with Howard, but believed that most cases were occasioned by ignorance.

Ethlyn Christensen said she thought there might be a better connection between the work of the Standards Committee and the Health Committee and mentioned, as instances, the method of meat picking which occasioned standing for long periods at a time. The chili con carne line recevied the same indictment. There was also mention made of poor lighting in some instances, which made it difficult to do work properly and without strain.

Albert Hines, in reply to Ethlyn, said arrangements had been made to enable anyone working on such lines as she mentioned to be seated part of the time if they cared to, but that the individuals did not use the equipment which was available.

Ethlyn said she merely made the suggestion in relation to the health program for whatever investigation might be made along the line of finding out why the equipment was not used, if it was not.

Howard Herner stated that the committee had no recommendation to offer to Council so far as penalties were concerned, which might be inflicted in cases of neglect or abuse of the health program. Albert Hines asked whether the Health Committee had any suggestions to offer. Howard replied that there were no suggestions at this time.

Mary Lipferd thought the committee should make definite recommendations in individual cases. Mr. Hapgood said he thought more reports should be made from the committee to Council and more detailed information given to Council about specific cases. More reports should also be made to Council by our doctors about the work they are doing. If Council was kept more completely informed it would be in better condition to meet situations which might arise, and this also would serve to educate the group more adequately about the health program.

Dan Donovan said he thought the women's meetings (that is, the meetings of the wives of men who work here which had been held once a month for a time) could be used for the purposes of lectures which might be arranged by the doctors and this would help inform our dependents about our health program in a better fashion. It was agreed that there should be further discussion of this whole subject when Council begins its meetings after the tomato packing season.

The next subject on the agenda was a report from the Needs Committee which was presented by Lucille Burckhardt, secretary. Lucille read a written report which concerned the case of Jake Miller. Jake had asked for a special needs allowance because of the fact that he wished to move and did not have sufficient cash to do so on account of deferred salary payments he had been receiving. Because of the fact that the committee knew a recommendation was to be presented to Council with respect to the sinking fund and the gradual increase of our salaries from 50 per cent. upwards to a certain given point, and believing that Jake Miller would be in receipt of slightly more money in his paycheck shortly, it was agreed to withhold any recommendation on this case until Council had acted on the recommendation of the sinking fund and economy committee. If salary adjustments were to be made in the near future then Jake Miller's case would be taken care of automatically because he would be in receipt of enough additional money to care for the slight additional expenses he listed in his request for needs assistance. Since Council had voted at tonight's meeting to make adjustments in the salary payroll this case was disposed of under that ruling.

The next item on the agenda was a discussion of what expense allowance should be given workers going from the Columbia Conserve Company to the Paragon plant during the tomato packing season this year. After brief discussion it was decided to turn this question back to the Needs Committee for consideration of any readjustments that needed to be made. A recommendation is to be brought back to Council about this matter. If no meeting of Council is to be held next week then the Needs Committee is to have the power of final decision in this matter. There was general consent to this method of procedure.

The next item on the agenda was with respect to the setting of the Paragon wage rates but the committee which had been appointed to deal with this matter had no report ready, as yet, to submit. The meeting stood adjourned at 9:40 P. M.

The following is a list of the people who participated in the discussion of this meeting: Albert Hines, Arlie Myers, Mary Lipferd, W. H. Hines, Wm. P. Hapgood, Kenneth Lucas, Ethlyn Christensen, Howard Herner, Mary Lipferd, John Brophy, C. E. Franz, Dan Donovan, Ollie Chambers, Irving Anderson, Elwyn Jones, Ted Probst, Basil Covert, Milburn Forth, Jack Evans, Kenneth Smith, George Gregory, Walter Mullen, Lafe Gardner, Dr. Burckhardt, Lucille Burckhart and Dorothea Nord Holt.

MIRTH and HUMOR

Giving the Game Away

"You look very downcast." "Yes, my wife has been away for six weeks and I wrote her every week and said I spent the evenings at home." "Well?" "She is back now and the light bill has come in—it's for 50 cents."

When it came to the naming of the new mine, the prospector's wife said:

"Will you name it after me, dear?"

"Yes, darling, I will," said the prospector. "Yes, I'll name it in your honor." And from that day to this, gentlemen, one of the richest gold mines in the Black Hills of South Dakota has been known as the "Holy Terror."

Private J. P. Jay marched up to his colonel and saluted, "I would like a leave of absence, sir." "What for?" queried the officer. "My wife wants me to help her move, sir."

"I don't like to refuse you," said the colonel, "but I've just received a letter from your wife saying she does not want you to come home because you are more bother than help."

The soldier saluted and turned to go. At the door he stopped and remarked: "Colonel, there are two people in this regiment who handle the truth mighty carelessly, and I'm one of them. I'm not married."

Yeh, But the Upkeep!

Ensign—"The chaplain said this marriage would cost me just $10."

His Bride—"Don't you believe it."—*A. & N. Journal.*

The motorist had had an accident with his light car on a country road. He limped painfully to a telephone box and called up the nearest garage. "Hello," said he, "I've turned turtle. Can you do anything for me?"

"I'm afraid not," came the sweet feminine reply. "You've got the wrong number. What you want is the zoo."

A New Part

Cop—"Hey there, don't jam up traffic! Why don't you use your noodle?"

Sweet Young Thing—"I didn't know the car had one."

The Gossip—"I hear your store was robbed last night. Lose much?"

The Optimist—"Some. But it would have been worse if the yeggs had got in the night before. You see, yesterday I just finished marking down everything 20 per cent."—*Detroit News.*

Lot's wife had nothing on Eleanor. The former looked back and turned into a pillar of salt. Eleanor looked back and turned into a telegraph pole.

Madge: Your husband has a new suit.

Sylvia: No he hasn't.

Madge: Well, something is different.

Sylvia: It's a new husband.—Life.

Too Late

The examiner was questioning a candidate for the position of engineer: "You are driving an engine down a steep incline at an excessive speed," he said. "What do you do?"

"Make a brake application," said the candidate.

"Doesn't act!" shot back the examiner.

"Put brake handle into emergency position," replied the other.

"Does not reduce speed sufficiently," went on the examiner quickly.

"Reverse the engine and turn on steam," said the candidate readily.

"The wheels refuse to grip the rails?" came the next question.

"Pour sand on rails," came the reply.

"Sand is damp and won't pass through the pipes." The examiner put the question with an air of triumph. "Now what do you do?"

"Let her rip; we're on the level now."

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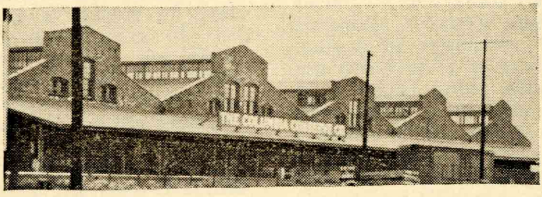
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 4 OCTOBER 1931 No. 21



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ECONOMIC SECURITY—A DEMAND FOR BROTHERHOOD

THAT there are grave imperfections in an economic order which makes possible the stark contrast of vast fortunes and breadlines is obvious. Society must turn its attention increasingly to the unsoundness of the present distribution of the national income, and to the control of the money-making spirit which lies behind it. Public sentiment must also turn against the amassing of property especially through stock speculation without regard for social consequences. New emphasis must rather be laid upon the Christian motive of service.

It is essential that we should have a new concept of the position and needs of all the workers and producers in the modern world. Society now treats millions of them in times of depression as if they were dependents, hangers-on, social liabilities. As a matter of fact, they are the very foundation of our economic structure. Justice, not charity, is the basic demand of the situation. That the worker is in theory entitled to a living wage is readily granted. But a living wage is generally conceived of as a sum that will purchase the necessities of life during the time that the producer is at work. We must extend the concept to cover all of a worker's life, including the two periods at the beginning and at the end—childhood and old age—when one cannot earn. This suggests an ample wage during employment, stabilization of employment, and adequate protection against interruptions in the opportunity to earn by methods which will preserve the initiative and independence of the worker but at the same time safeguard the family income by such provisions as workmen's compensation, health insurance, unemployment insurance, maternity benefits, and old-age benefits.

Before these great objectives can be fully attained we shall have to seek a new strategy in the organization of society itself. Our economic life now seems to be largely without a chart. The best minds of the nation are needed for the reconstruction of our social and economic life on sound religious principles. Our hit or miss economy is noteworthy for its lack of direction and social purpose. For this there must be substituted a system of national planning, adjusted to world-wide trends. The world is an economic unit. We do not live unto ourselves. Unless the dawning recognition of this fact is quickly incorporated into our national policy unendurable misery and chaos will result.

The facts of the situation themselves constitute a challenge to the churches to assume their rightful place of ethical leadership, to demand fundamental changes in present economic conditions, to protest against the selfish desire for wealth as the principal motive of industry; to insist upon the creation of an industrial society which shall have as its purpose economic security and freedom for the masses of mankind, "even these least, my brethren"; to seek the development of a social order which shall be based upon Jesus' principles of love and brotherhood.—*From the Labor Sunday Message prepared by the Commission on the Church and Social Service of the Federal Council of Churches of Christ in America.*

A Coupla' Ticklers

Stenographer: "Howja spell sense?"

Employer: "Dollars and cents, or horse sense?"

Stenographer: "Well, like in 'I ain't seen him sence.'"

"What did the boss do when you told him it was triplets?"

"He promoted me to the head of my department."

"What department are you in?"

"Production."

A COLORADO WOMAN MINE OWNER IN A FIGHT ON ROCKEFELLER ON WAGE CUT

Miss Josephine Roche, of Denver, President of the Rocky Mountain Fuel Company, Leads a Campaign to Stop Cuts in the Pay of Miners, Resulting From Depression in the Coal Industry in Her State.

The Kansas City Times, Friday, October 2, 1931

COLORADO today is the battling ground for an epic struggle between conflicting economic philosophies, and the outcome of the fight may determine the future of the great American coal industry. On one side are arrayed the power and influence of the Rockefeller billions, represented by the Colorado Fuel and Iron Company. On the other side is Miss Josephine Roche, president of the Rocky Mountain Fuel Company, second largest coal producer in Colorado.

The question at issue, says the *St. Louis Post-Dispatch*, is whether wages shall be reduced because of the present depression in the coal industry. The Rockefeller company says they should be reduced and has filed formal notice with the Colorado industrial commission that wage cuts will be made in its mines. Miss Roche, whose company pays considerably higher wages than the Rockefeller company, says there should be no reductions and she has publicly warned John D. Rockefeller, Jr., that persistence in the policy announced by his Colorado company may lead to a recurrence of conditions of disorder and suffering similar to those which culminated in the "Ludlow massacre" of 1914.

For most of her life Miss Roche has been shocking the conservative elements in Colorado—and getting away with it. The daughter of a wealthy Colorado coal operator, from whom she inherited her interest in the Rocky Mountain Company, she attended Vassar and then took some post-graduate work at Columbia. Then she went home to Denver and got a job. The job turned out to be on the Denver police force. She became Denver's first policewoman. Later she became a special probation officer for the court presided over by Judge Lindsey. A few years ago her father died and she inherited his large holdings in the Rocky Mountain company. Back in 1914, when Colorado was torn with industrial strife that finally resulted in the use of federal troops, the Rocky Mountain Fuel Company was one of the Big Three combination—the others being the Rockefeller Company and the Victor American Fuel Company—which led the fight to break the power of the United Mine Workers of America. The operators won in that struggle at the cost of many lives and great destruction of property; when comparative peace finally came there was not a single union mine left in Colorado. In fact, there are none today except those operated by Miss Roche's company, and therein lies much of the significance of the present controversy.

Led Price Cutting War

The wage cuts recently proclaimed by the Rockefeller company were preceded by a price-cutting war of extreme severity. That war is still on.

Miss Roche waited until the price cuts had been followed by the announcement that wages would be reduced, and then she sent a public telegram to John D. Rockefeller, Jr., remining him that:

"Following the Colorado loss of life and property in 1914, you widely advertised a new industrial program by public assurances which now take on fresh importance to the effect that conditions leading to industrial upheaval in Colorado would never recur. But the causes of industrial unrest were not removed, and the traditional and anti-social methods of the past are being again employed by your company. The disorganization and chaos of the coal industry cannot be corrected by forcing labor to take lower wages, and by sidestepping the responsibility for correcting operating and marketing abuses which prevail in the industry. This responsibility rests finally and absolutely upon those who own or control holdings in industrial concerns, not upon executive officers."

Still speaking as one owner to another, and possibly having in mind the Rockefeller company's recent statement showing losses, Miss Roche went on:

"Our company, operating under a union contract and paying the highest miners' wages in the state, has had its operating costs substantially reduced, its production per man greatly increased, and with state coal production decreasing about 25 per cent. this year below the same period last year, our company's tonnage has not suffered a decline."

It was the Ludlow affair, in which the militia sought to protect mine property by pouring machine gun bullets into a crowd of women and children, that made Miss Roche determined to do something about conditions in the Colorado coal mines. The stock she inherited after her father's death was enough to dominate the Rocky Mountain company's affairs for ordinary purposes, but what she had in mind was no ordinary matter. Consequently, she set out on a quiet campaign to acquire additional stock and to obtain proxies from other stockholders until she was in a position where she could say just how the company would be run. Then she held a meeting of the board of directors and calmly announced that thereafter the company's mines would be operated by union labor under union contracts.

That did not set well with the more reactionary directors of the company and there were stormy scenes in the board room. However, Miss Roche had the votes. Demonstrating that she meant what she said, Miss Roche called in representatives of the United Mine Workers and a contract was prepared and signed. That contract is a notable document. As a preamble it has a "Declaration of Principles" which reads like a charter of economic justice and decency.

A Unique Contract

The contract itself specifies an eight-hour day and a six-day week, sets up procedure for the arbitration of disputes, provides for the "checkoff" system of collecting union dues, and guarantees sanitation and medical facilities for the workers. It also has a unique provision permitting the company to reduce wages whenever a majority of the nonunion mines in the state cut wages below a specified level. Always, however, it is specified that the union scale shall be higher than the nonunion by a differential of approximately 23 cents a day.

It is this union contract that points to the deep, underlying significance of the struggle raging in the Colorado coal industry today. The timeworn economic philosophy of the "rugged individualist" according to which labor is a commodity, to be purchased as cheaply as possible and utilized to maximum capacity until worn out, is at grips with the more modern and more humane system which recognizes the partnership of labor in the industry it makes possible. That is an issue that is not confined to Colorado; it is one that the current depression is bringing to the fore throughout the land—an issue that millions of unemployed men are pondering as they walk the streets waiting vainly for jobs in industries to which they have given years of service. The defiance hurled by an intrepid young woman to one of the greatest fortunes in the world is after all, only a symbol of this broader conflict.

WORKING HOURS FOR WOMEN IN INDUSTRY

According to a recent report of the United States Department of Labor there are nine states which limit the daily working hours of women in industry to eight. These are Washington, California, Nevada, Arizona, Utah, Colorado, New Mexico, Montana, and New York. At the other extreme are five states which are listed as having "no limitation" of hours, these being Florida, Alabama, Iowa, Indiana, and West Virginia. It is not quite accurate to say that there are no limitations in any of these states because there are those which prohibit night employment as, for example, Indiana, where women may not work between the hours of 10:00 P. M. and 6:00 A. M. Beyond that, however, there are no restrictions on the number of hours women may be employed in these states, and it is because such laws are so inadequate that the Women's and Children's Bureau of the United States Department of Labor have listed states like Indiana among those with "no limitation." Between these two extremes are two states with an eight and a half-hour law, fourteen in which the daily limit is nine hours, thirteen with a ten-hour restriction, one state in which the daily limit is ten and a quarter hours and two in which it is ten and a half. One state permits women to work eleven hours a day.

In practically every state in the union there is a continuous effort to reduce the number of hours that women are required to work in industry. Pennsylvania has for the last three years been working on a 44-hour bill for that state, but it has not yet become a law and New York still remains the most advanced in this respect of any of the eastern states. The present 48-hour law in New York became effective during Alfred E. Smith's administration as governor. In speaking of the law he said, "One of the obvious ways in which the State Factory Law can safeguard the health of women workers is in limiting the length of their work-day and of their work-week. When I put my name to the present 48-hour law, I stated that it was entirely inadequate, and that I accepted it only because it declared in favor of the principle, even though its peculiar language and evasive tone permit the principle to be entirely disregarded. When an attempt to secure legislation has involved you in a four- or five-year battle in which you feel yourself to be right, and the forces against you to be without reason and understanding, you reach a

point where you will accept any recognition of the principle involved with the hope that its application will convince people that the law embodying it ought to be amended and strengthened."

It happens that what is true of New York's law is true of laws of every other state—their "peculiar language and evasive tone permit the principle to be entirely disregarded." Most employers have always taken advantage of every opportunity to disregard the principle upon which labor legislation has been made and have found ample protection in the letter of the law. However, the number of people who feel that labor legislation is in many cases more economic than industry itself is gradually growing and it is to be hoped that the spirit of the law may increasingly be more adequately expressed in the laws themselves. In the meantime it is encouraging to know that there are here and there employers who are not interested in evading those laws which effect not only the well being of their workers but of society as a whole.

Precaution

A Scotch farmer, troubled with toothache, visited a dentist. The latter declared that the tooth must come out. He would, however, if the patient cared, give him gas.

"Oh," said the farmer, "what way would the gas work?"

The dentist explained that on administering the gas the patient would go off into a deep slumber, and on waking would find his tooth out.

The farmer seemed agreeable, and, taking some money from his pocket, began to count it out on the table.

"No, no," exclaimed the dentist; there's no need to pay me yet."

"I wasn't meaning to pay," grunted the farmer, "but I was thinking if I was to be put into such a sound sleep as a' that, I micht as well be counting my money."

Father of the Bride—My daughter will have a dowry of $50,000, but of course I must make inquiries about your antecedents and prospects.

The Anxious Suitor—That's not necessary. We can get together, I am sure. Don't make any inquiries and I will take her for $25,000.

Philosophy begins when one learns to doubt—particularly to doubt one's cherished beliefs, one's dogmas and one's axioms.—*Will Durant.*

CIVIL LIBERTIES NOTES

Mooney Case Causes Arizona Labor Boycott on California Products

ALL working people in Arizona are called upon to boycott all California products until Tom Mooney and Warren Billings are free, in a resolution lately passed by the Arizona Federation of Labor, condemning the sunkist state for keeping the two labor organizers in prison years after the prosecution's case was proved fraudulent.

Twenty-five hundred workers held a mass-meeting a few days ago in Gothenburg, Sweden, and drafted a communication to all sporting clubs in that country to refrain from participation in the Olympic Games to be staged in Los Angeles in June, 1932. Similar action in behalf of Mooney and Billings is expected soon in various other European countries.

After careful scrutiny of the testimony on which Mooney was convicted in the San Francisco Preparedness Day bombing case, the California State Federation of Churches has gone on record as favoring Mooney's release. In the light of the federation's report, pastors of more than 350 churches in Los Angeles prayed for liberation of Mooney by Governor Rolph.

* * *

Oregon War Veterans Demand Repeal of Criminal Syndicalism Law

Demand that the Oregon legislature repeal the state criminal syndicalism law because it is being used solely as a "weapon against the working class," was made in a resolution passed recently by the United Veterans' Employment League in Portland. The league will endeavor to organize support in all parts of the state for a repeal bill. This movement will be actively aided by the American Civil Liberties Union.

* * *

Churchmen Urge Rehearing in Macintosh and Bland Cases

President Hoover will shortly receive a petition from 2,000 active church people, headed by 48 prominent clergymen, religious editors, and publicists urging a rehearing of the issues involved in the cases of Dr. Douglas C. Macintosh of Yale faculty and Miss Marie Bland, Canadian nurse, who were barred from citizenship May 25 by a 5-to-4 vote of the U. S. Supreme Court because they refused to agree to bear arms in war.

Congress also will receive a copy of the petition. Some of those signing it declare they will find it impossible to render any kind of combatant service in wartime. Others could not promise support to the government until they could weigh the moral issues involved in a specific conflict. The petition says:

"We concur in the minority opinion of the Supreme Court that in the forum of conscience, duty to a moral power higher than the state has always been maintained."

Signers include seven bishops of the Protestant Episcopal Church—Bishop McConnell, president of the Federal Council of Churches, and Bishops Anderson of Boston, Brewster of Maine, Huston of Seattle, Parsons of San Francisco, Scarlett of St. Louis, and Stearly of Newark, N. J.; Albert W. Palmer, president of Chicago Theological Seminary; Dr. S. Parkes Cadman; Henry Sloane Coffin, president, Union Theological Seminary; Harry Emerson Fosdick, minister Riverside Church, New York City; Edward L. Israel, chairman Central Conference of American Rabbis, Baltimore; Carl S. Patton, moderator, Congregational General Council, Los Angeles; Rabbi Stephen S. Wise, New York City; Mary E. Woolley, president Mount Holyoke College; Paul Huthinson, managing editor, *The Christian Century.*

* * *

Kentucky Editor Hits Patriots' Organ for Attacks on A. C. L. U.

Recent attacks on the American Civil Liberties Union in the *National Republic,* superpatriotic monthly in Washington, D. C., are condemned in a current article by A. Robbins, editor of the Hickman Courier, oldest newspaper in Western Kentucky.

"As is usual in such cases (of Red-baiting)," says Mr. Robbins' article, "the *National Republic* attacks the American Civil Liberties Union and its director, Roger Baldwin. If the National Republic was as truly American as the A. C. L. U. and its sponsors as truly patriotic as Roger Baldwin, there would be no Reds in this country to speak of."

Mr. Robbins notes that the *National Republic's* editors also "go out of their way to fight others of their betters for fighting injustice" — Theodore Dreiser, Lincoln Steffens, Prof. Franz Boaz; Suzanne La Follette, and many others.

"The report," says the Kentucky editor, "that recent forest fires in the Northwest were caused by Reds, whereas readers of the daily papers know officials have just found out the fires were kept going by unemployed, who wanted to continue receiving pay as fire-fighters."

* * *

A. C. L. U. Will Test Free Speech Rights in Detroit

Right of minority groups in Detroit to hold meetings outside the "one-mile circle" will be tested in the courts by the local branch of the American Civil Liberties Union. Recently Police Commissioner Watkins issued an order requiring permits for 17 locations where free-speech meetings might be held; most of these are outside the circle. Legality of the order was challenged by Caroline Parker, Detroit chairman of the A. C. L. U., since the city ordinances require no permit except within the circle.

Mayor Frank Murphy has instructed the police that they must cease interference with public meetings in Grand Circus Park, where a meeting was broken up September 19th.

* * *

Alien Registration Law to be Sought in Maine

All aliens in Maine will be required to show that they are in this country legally by the provisions of a bill which will be submitted to the legislature at its next session. If they are here illegally they will be barred from employment in Maine. The bill will be modeled after the new alien registration law in Michigan, according to Samuel H. Howes, immigration director in the Augusta district.

Familiarity

An old woman was suffering intense pain from what she believed to be a burst appendix.

Her daughter sent for a doctor who examined the old lady and told her not to worry—that the pain would be gone in a few hours.

"How do you feel now, mother?" asked the daughter a short time after the doctor had gone.

"Oh, I feel so much better since our new pastor was here," she replied. "His talk did me so much good."

"Why, mother, that wasn't the new minister—that was his brother, the doctor," said the astonished daughter.

"Well, for land's sakes," the old lady exclaimed. "You know I was just thinking that pastors nowadays get a little too familiar with a person."

HITCH HIKERS

THE prolonged depression is impoverishing more and more people. Its baneful effects are now touching groups of people among the professional and lower middle class that up until recently had been fairly free from the ravishment of enforced idleness. The material losses are very great, but intangibles like morale are being weakened with dire results to social well being. One gets a clear picture of this as one travels about the country in an automobile as I did on business for the Columbia during the past month. In the east, where I was most of the time, the hitch hiker is a different person than he was a couple or more years ago. Then he was on the road largely from a spirit of adventure, now he is one of the aimless, drifting members of the millions of unemployed. He is on the road from necessity. He is searching for the rainbow at the end of which he hopes to find —a job. You see him on the roadside appealing with voice and motion for a lift. He may have his suit case with him. He expresses gratitude as he seats himself beside you. He talks. He tells his story.

I.

I saw him at a turn in the road near Erie, Pa., where I must perforce slow down. I stopped the car and he climbed in. "Where for" I said. Buffalo, he replied, but later I discovered that he was headed for Syracuse where an aunt lived and to whom he had shipped some clothes from southern California when he started on his way east. He was a man on the sunny side of thirty. He had lived in California eleven years. He liked the place but he had got out of work, spent weeks looking for it, but was unable to make any connections. His last job was as a bank clerk. He had done other things. Ford's assembly plant in the Los Angeles section had at one time employed him for some months. Yes, the wages were good while the job lasted. They everlastingly drove you. The bosses too acted as though they were driven. There was an intensity of action that robbed you of any satisfaction you should get out of your work. It was slavery, but he wished he had a job now. Without dependents he could move around at less cost than by staying at one place. There you had room rent which must be paid and on the road you lived off the country—poorly, maybe. How about the winter I asked. If he didn't get a job in the east he would go south for a few months. Then what next, I said. Things may start to get better and he could return to California. What is wrong with the country, I queried. Too much machinery and efficiency, he said. He left me at Buffalo.

II.

At the side of the road stood a figure. He hailed me for a ride. As I stopped the car he ran toward me somewhat out of breath. As he got in I saw he was past middle age, clothes somewhat worn and anything but fresh and clean. He had worry and discouragement writ deeply in his face and manner. He had been a solicitor for a milk distributor in an up state New York city. Economies in management had made necessary the reduction of the size of the crew and there had been wage cuts. He was one of the ones let out. He had gone from place to place but had been unable to get anything to do of a permanent nature. He was experiencing the difficulty not only of the general depression but of those who are on the declining side of life and out of work. He momentarily glowed when I questioned him as to what should be done about the unemployed. Work should be found for them or society should provide them with an income that would keep body and soul together. A few miles further on and at the outskirts of Springfield, Mass., he got out as I turned south. I see him yet, discouraged, somewhat seedy, carrying a poor imitation leather suit case with his few belongings in it, working back to upstate New York if he were not fortunate enough to get work to do while on the way.

III.

Just below West Point the Hudson River cuts a great gorge through the mountains. The scene is wild, mountainous and magnificent. I cross the river on the Great Bear Mountain Bridge and I turn south, headed for Philadelphia. A few miles on the way and a young fellow in a soldier's uniform thumbs me for a ride. As he gets in I notice how young he is and how clean and well kept. It is Saturday noon and he is relieved from duty at the Post until Monday morning. Trenton, N. J., his home, is where he is going. I must pass through it so we are both pleased. He is just under twenty, has been in the army ten months and stationed during that time at the West Point Post where his duties are those of a Post patrol or police. His hours on duty are six. He appears fairly satisfied; there is just a little interest in the unusual, a mild desire for adventure. He is a nice boy and points out to me a high spot on the river road where we can get a view for miles and perhaps a glimpse of New York City. We stop, get out for a few minutes. Here is the famous Palisades. The rugged country, the majestic river and the steamers are to be seen and enjoyed. The great city is obscured by the haze but we know it lies there 25 miles to the south. The soldier boy and I get back into the car. He is cheerful. He has fifty cents. We decide further on to stop for lunch. I ask how he expects to get back to the Post. The same way that he leaves. He thinks he can borrow a couple of dollars from his parents anyway. I think about the unemployed. Lots of new men joining the army these days, I say. No, enlistment is closed, he says. I leave him at Trenton very cheerful. He has a job and he goes to see his family.

IV.

It is early morning. I am on the road just south of Philadelphia. I come to a bridge and a sharp turn in the road which causes me to slow down. Three youths hail me. I stop. The boys rush to the car. I ask them where they are bound for. Florida, they say. I answer well, I can't take you that far. I am going only to Washington. Their faces light up with pleasure. That will be all right—fine. Two of them get in the rear seat, the other in the seat beside me. They are boys of from 17 to 19 years, wearing their Sunday suits. They left their home in northern New Jersey the day before. They had no work and thought they might get it in Florida. Did I think there were opportunities in Florida, they asked. I thought there might be about as much there as in Jersey. I asked them where they had slept last night. They told me they had asked a man to let them sleep in his parked car. There they passed the night. I mused about the conditions that were breaking up families, driving the young ones from the home nest to wander about the country in search of illusory jobs. These youths were young and unsophisticated enough to be interested in the countryside and called one another's attention to things of interest. Some miles away we could see the great dome of the Capitol. I wondered whether the next Congress would deal with unemployment so as to end it. Would a winter of hunger and discontent force action? Even as I fear I prayed that relief would come to the needy ones. With profuse thanks the boys departed to examine the Capitol glories. Would these glories prove as illusory as their search for jobs in Florida?

V.

On the National Pike between Washington and Hagerstown, out in the country I see ahead of me a plodding figure. As I pass he calls. I pull over to the side of the road. He is going to Hagerstown in search of work. He has an acquaintance there. He is a young man, Slavic in features, melancholy and uncommunicative. Slowly I get his story. He is a Polish American, born and reared in the northern New Jersey industrial section around New York harbor. He has worked for several years as a laundry worker. The work seems to have washed out all of his spirit. I learned that his parents and several members of his family have died recently. He leaves the laundry and New Jersey with its sad memories. He has been in Washington six or seven weeks. He has tried for work, been to employments agents of all kinds but has failed. Too many niggers, he says. Construction contractors get them cheap so only one out of six is white. He rouses himself and mildly asks where I am going. I tell him Pittsburgh. He would like to see it, he has heard so much about it and would go along with me, but recalls he expects to get at Washington a letter with a little money in it in a couple of days. He gets out at Hagerstown and I part with my melancholy friend.

VI.

Just a little way further on and the mountains loom in the distance. Clouds are gathering and rain threatens. I am busy with my thoughts. I speed up and pass a traveler carrying a suitcase. He has called to me. I am undecided. I look in the mirror and see him making motions of appeal. I see the rain just about to break. I weaken and stop. He comes running, climbing in the car, he tells of his thankfulness of my kindness. I ask where he is going and he says Cumberland. I say I am going on through to Pittsburgh. That is where I as headed for too, he says. My home is at Homestead, Pa. His wife and two children are there. He is a man about 35, clean cut and vigorous. He has been to Washington taking the civil service examinations for engineers and several other positions but he is not sanguine about results. Too many applications in for government positions to give one much hope for favorable action. He is a construction engineer but out of a job for nine months. He has had positions at different times with several large construction firms and names them. They sound imposing to me. The let down in

construction has affected the engineers as well as the general run of workmen. He is let out. His savings have been consumed. He owns his own home, but that means little or nothing. You can't borrow money on it these days. The banks have tightened up. We discuss the recent closing of banks in Philadelphia, Pittsburgh and intermediate points in Pennsylvania. He recognizes the general breakdown of business and the failure of banks and credit to meet the situation adequately. His own straightened circumstances and apparent hopelessness of getting a job at his calling causes him to lament the times and the failure of those in authority to do anything about it. He says, here I am bumming rides, clothes getting shabby, shoes getting worn, in debt, my wife and children deprived of many necessities, unable to get a job. Many of my friends kind and helpful, but so far cannot aid me to get the one thing I need—a job. Many of them are in the same fix I am. Others fear it. My membership in an Engineering Society avails me nothing. They cannot get me work. What good is it to me that this is the richest country in the world if I am deprived of the things I need and would enjoy. Too much of the wealth produced has been filched by a few insiders. That's what is wrong with the United States. That is why we have unemployment. Then he burst forth in strong language. Deprived of the right to work I have the moral right to take that which I need. I went into the World War because at the time I was told it was the right thing to do. I was trained to use guns. I finished a Lieutenant. Do they think I will continue meekly to suffer deprivation to me and mine with the country filled with an abundance of everything. Not me!

I am not a Socialist, he says. Neither do I approve of everything done by the Communists, but Russia has the right idea. She provides employment for her people and makes it impossible for an idle few to absorb the cream of the country's wealth. I tell him of the Columbia. He is impressed. He asked questions about it. He concludes that the United States will have to apply co-operative principles to industry if we are to have a contented and happy people. I bid my traveling companion boodbye as we near Pittsburgh. He has made clear to me that many of the professional and lower middle class are becoming restive and disaffected by unemployment, uncertainty and insecurity. I ask myself, whither America?

JOHN BROPHY.

HUMOR

"I suppose you carry a memento of some sort in that locket of yours?"

"Yes, it is a lock of my husband's hair."

"But your husband is still alive."

"Yes, but his hair is gone."

Business is about as H. J. Heinz said: "It all boils down to plain applebutter philosophy—keep stirring."

Mary—My husband wanted me to wear cotton hose.

Molly—The brute! I hope you shot him, dearie.

This, in case you didn't happen to learn it when a boy: When the bark on the twig will slip so you can make a willow whistle—it's time to go fishing.

Funny Man! He spends a fortune to beautify his place, and the tramp on the highway gets a better view of it than he does from the inside.

When hard times hit a soft people, financial wreckage is piled high.

Boarder—I don't like the way you conduct your establishment. Ain't you never had a gentleman stayin' here before?

Landlady—Are you a gentleman?

Boarder—I sure am.

Landlady—Then I have never had any here before.

Too often when a girl makes her mark in life—it's some easy mark.

Suburban gardners soon will
Broadcast their old chorus—
"Oh, druggist, give us quick
Those plasters known as porous!"

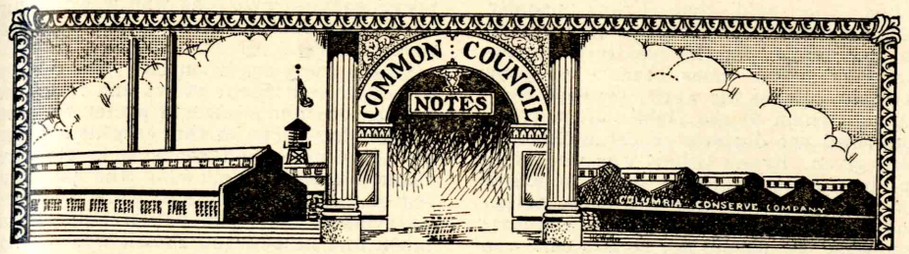
A lot of deviltry is justified inwardly by saying: "Well, I guess I'm just human."

A Good Risk

Old Uncle Eben went into a life insurance office and requested a policy.

"Why, Uncle," said the president, "you are too old for us to take the risk. How old are you?"

"Ninety-seven come next August," said the old man, and added testily: "If you folks will take the trouble to look up your statistics, you'll find that mighty few men die after they're ninety-seven."



Special C. C. Meeting, September 21

Vice-Chairman: Laurence Roberts.

Attendance 60 men and 48 women. Visitors: Hudson Dailey.

The meeting was called to order by Vice-Chairman Laurence Roberts and the minutes of the previous meeting were not read, owing to the special character of this called meeting.

It was explained that this special meeting had been asked for by Albert Hines, Production Superintendent, because of a personnel difficulty which had occurred in the Kitchen Department. The chairman asked Jack Evans to present the case and open the discussion.

Jack gave the following summary of events: On last Friday morning, Frank Gilley, one of the regular workers in the Kitchen, complained to Leo Zike, leader of that Department, that he was not feeling well and said he wanted to go home. Leo asked Frank to remain until noon and to see the company doctor at that time before leaving and be guided by the doctor's advice. Frank did wait until noon and did see Dr. Canaday and the doctor examined him and then Frank decided to go home, although Dr. Canaday did not tell him to do so. Frank did not report for work on Saturday morning nor did he call in and explain his absence. Because of a belief of Leo Zike and Albert Hines that Frank was not really ill and was not playing the game as he ought to, it was asked that Dr. Canaday make a call at Frank's home to find out what was wrong with him. Dr. Canaday went to Frank's home but found that Frank had gone out for a walk. When the doctor returned to his own office he was visited by Frank during his afternoon office hours which were from one to two o'clock. The doctor again examined Frank and found nothing particularly wrong with him. The doctor's report as given to the chairman of the Health Committee was that on Friday Frank did not have a temperature, his heart was functioning normally and his pulse was normal. The doctor could find nothing wrong except that Frank might have been a little tired and this same condition obtained on Saturday when Frank visited the doctor.

Because of the strong feeling on the part of Bert Hines and Leo Zike that Frank Gilley was taking advantage of the rest of the group and not playing the game as he should with his co-workers, they decided to ask for a discussion of this case with the vice-chairman of Council and the personnel director on Monday morning when Frank came in to work and Bert Hines decided that on account of the general situation surrounding the case he was in favor of having Frank suspended until a Council meeting could be called to discuss his case. Frank was not permitted to work during the morning on Monday and a special Council meeting was called to discuss the case at noon. The case was now open for discussion.

The chairman asked Leo Zike if he cared to add anything to the statement made by Jack about the case. Leo replied that Jack had given the facts of the case as they were and that he had nothing in particular to add except that he did have a strong feeling that Frank Gilley was not doing his best to help carry the burden of work which the group is faced with at this time and that he was taking advantage of the group.

Bert Hines was asked if he cared to make any further statement or to add anything to the remarks which had been made. Bert said that he had nothing to add to the facts of the case but he did want to emphasize his own feelings about the necessity for discussion of the case and for discipline because he believed strongly that there was need for discipline. He believed the case was clearly one for Council's attention and that was his reason for asking for a Council meeting and for immediate action rather than allowing the situation to drag on.

W. H. Hines asked about Frank's general work and his performance on the floor of the plant and his attitude towards his work and towards his fellow workers.

Leo Zike said that Frank usually works pretty well when he works on the garnish kettles but he had to be reprimanded several times because of poor attitude towards his work. Howard Herner, chairman of the Health Committee, confirmed the doctor's report which had been given. Frank Gilley, who was present in the meeting, said that the doctor did not make any complete examination and that all he did was to take his temperature. Frank did not believe this was sufficient to enable the doctor to reach a fair conclusion as to his condition. Howard reported that the doctor had taken Frank's temperature and found it normal, and taken his pulse and examined his heart and found nothing wrong with any of them. If Frank was really sick the doctor's opinion was that it would have shown in the test he had made. The doctor did say that perhaps Frank was tired but that everyone else in the group was tired and Frank was not sufficiently fatigued or sick to make him run a temperature or to affect his heart and in the doctor's opinion he was not sick enough to warrant his going home on Friday and staying off on Saturday.

Cornell Hewson asked for further facts about the case because he was of the opinion that the statements which had been made were not the complete picture and that there was something more to be said to warrant bringing this case to Council than had been given thus far. He wanted to know if there was any friction between Leo Zike and Frank Gilley or between Bert Hines and Frank.

Bert Hines replied that there was no friction amongst the three of them but that he and Leo were of the opinion that Frank Gilley was not playing ball with the rest of the group and that this bad attitude, at this particular time when we are under the stress we are when each of us should feel keenly our responsibility, was very hard on the leaders. He stated that there was a tendency on the part of some individuals to "get by" as easily as possible and to let the other fellow do the work and the worrying, and that this attitude must be stopped. It was his opinion that the thing to do was to take any case which presented itself and deal with it promptly in order to benefit the whole group morale by creating a better response to discipline so as to create the best possible spirit of co-operation.

Jack Evans stated that, while he believed that there was no friction evident as Bert had said, there was a tension in the group at this time due to the pressure of work and the general high keyed nervousness of everyone who was feeling keenly the matter of responsibility for performance.

Under these conditions we were apt to be prejudiced in our views and hasty in our actions and he would prefer to wait for further facts on this case at a later time, after we had convened a regular Council meeting following the packing season. Jack stated that while he held no sympathy for the action Gilley had taken and he believed Frank was wrong in doing what he had done, he certainly would rather not have Council take any action on this case now but to use the facts as given to point a moral for group performance if others in the group needed to be reminded of the need for good discipline and co-operation.

Arlie Myers asked the question of Council as to why we should wait for further facts when we have sufficient facts on the case to take action. Action was the thing that was needed at this time, not dragging on indefinitely with a lacking of regard of the individual toward his responsibility to carry his part of the load.

Billy Hines made a strong statement about the necessity for everyone doing his individual part to make the entire scheme of things work properly. He said bees have a way of getting rid of drones in the hives and that we, as a group, would have to get rid of certain drones which we have in our organization or the organization would be wrecked. He stated emphatically that he did not agree with Jack Evans about deferring action on this case and that we have to have more responsibility toward the business or we would find ourselves on the rocks as an organization because we are having a tremendous up-hill fight at this time to overcome serious odds.

Jack replied that he realized that we were having a selling problem which was a big one and that we would have difficulty for some time to come in keeping our salary force busy and that each of us ought to realize that we must do all that we can to strengthen the whole group, but he repeated that he would rather not have action taken in this particular case at this time and would prefer to defer it until a regular Council meeting could be held and we would have a chance to reach a more reasoned conclusion based on further facts which might be obtained.

Cornell Hewson said he was glad to know that there was no friction between Leo and Bert and Frank and apparently no antagonism. He understood from the general discussion that the idea of this particular Council meeting was to make

an example of this case to point a moral because of a more general situation and that Frank was not the only one who might be guilty of non-co-operation. Hewson was not in favor of this course of action being taken at this time and agreed with Jack that perhaps we should wait until a further meeting could be held in order to reach a conclusion about this case. He enlarged somewhat on the general sales situation and stated that we were faced with a good many problems in that field for the coming months and we would have to remember that our standard of income and our security of employment as a group rested on our success in meeting that situation. He mentioned, in passing, that if we had a short crop of tomatoes this year we would be in a slightly better position but even though there was some indication of a short crop, this, at the present time was not sufficient to strengthen the market and that buyers were very skeptical. This was a suggestion of the Sales problem and the general market situation and all of these remarks were made to indicate to the group that all of us would have to do our utmost to meet the difficulties of production and distribution and do our very best to carry our share of the load.

Dorothy Nord Holt asked for consideration of the particular case and not too much generalization on that case because the time of Council was limited for discussion and if we were to take any action whatever we would have to know more about the individual case. If there were further facts to be given they should be presented. It was pointed out that Frank Gilley had shown lack of interest in his performance and a poor attitude before now and he had been discussed at least once by a committee and a recommendation from that committee presented to Council for discipline by Council. Frank had been warned in Council meeting at that time that he would have to improve in his general attitude and workmanship. This criticism had followed a slump in Frank's performance and attitude after he had been placed on salary. Frank had been a very good workman and had been placed on salary and had then fallen down in his performance and attitude and this occasioned the discipline spoken of. Then after a time of doing better following the criticism, Frank was again discussed by a committee last spring when the personnel discussions were in order. Because of the fact that there have been times in the past when Frank has shown these lapses this merely strengthens the evidence presented at this time. It was asked that Council center its attention on the facts as given and to reach some conclusion about action or postponement of action.

It was asked that we should get information from the doctor himself and, as he happened to be in the building for his regular noon call, he was asked to come into the Council meeting. The doctor repeated what was said by the people who had given his report on the case. Everything that had been said by Jack and Howard was repeated by the doctor so that the testimony was straight as it had been given.

Opal Hassenzahl asked the question as to whether we were deciding this case now on Frank's general performance of his work or on the principle of his attitude and the way he had acted on Friday and Saturday. Ethlyn Christensen asked whether or not the doctor had made a complete examination of Frank either on Friday or on Saturday and the doctor replied that he had examined him in the manner described by Howard Herner. Howard asked the doctor if it was possible for him to reach a conclusion about Frank's general condition with this examination and the doctor replied that it was because anyone who had anything very wrong with him would show a temperature or a pulse that was not normal or a heart which was not functioning as it should be. Several other people asked questions of the doctor which he answered. Ethlyn Christensen said that she was not convinced that the examination which the doctor said he had given was sufficient and she wanted to defer action on this case so that more facts might be obtained later about the whole situation which surrounded the case.

Howard Herner said that he didn't think that Frank Gilley was doing what he should have been doing in taking advantage of the group the way he did when he went home on Friday and when he did not report again on Saturday. Howard made a very strong statement about the general facts which were given and said the facts, as given, were all that could be obtained because we could not get retroactive evidence on his condition if we waited two or three weeks for further consideration of the case. He stated that he could not see why Frank could not have reported again for work on Saturday even if he was tired on Friday which was the only reason which Frank seemed to give for his action. Howard said that Frank would have had 18 hours of rest between Friday noon and Saturday morning and that would have been sufficient for any-

one to have returned to work on Saturday if there was nothing wrong with him physically.

Dr. Canaday said that he thought Frank should have been in bed if he was as sick as he thought he was and not wandering around on Saturday when the doctor made his call at Frank's home.

Miss Franz said she agreed with Howard Herner and believed that we must be guided by the doctor's opinion in cases like the one under discussion. Miss Franz believed that there was no need for postponement of action and that we had clear enough evidence of non-co-operation on Frank's part to reach a conclusion now and we should reach a conclusion for the general good of group morale.

Bert Hines said he would like to have a more general expression of opinion from the boys who worked in the Kitchen as to their impressions of Frank as a worker. The chairman asked Walter Mullen what he thought of the case and Walter replied that he did not believe that Frank was justified in going home as he had done, under the circumstances as had been outlined by those who had reported his case. On the other hand he thought there was an equal amount of danger if we stress too much on the side of what was called "playing the game" if workers were to get the idea that criticism was being offered when people said they were not feeling well. Walter was of the opinion that this might cause people not to take precaution enough when they were not in good physical condition and would strain themselves unnecessarily in an effort to avoid criticism. Walter also gave a brief summary of Frank's performance record which tended to bear out the conditions already outlined.

The chairman then called on several of the Kitchen boys for opinions about Frank's work in the Kitchen. All the boys who spoke were for the most part impressed favorably with Frank's work on garnish kettles. Norris Glidden and Fritz Kleis and George Alexander all spoke of him as a good worker on the garnish. Willie Kalscheuer said that he thought Frank was a good worker on garnish but that he was difficult at times to handle, that he resented orders when he was told what to do, and occasionally he did not show a particularly good attitude. He also seemed at times to have a notion that he was better informed about given situations than his leader was. Joe Watson said he thought Frank might be quite tired on account of the hard work he had done on the garnish kettles and that he was a good worker on garnish.

The chairman asked Bert Hines if he had any suggestion to make about the case as to what action should be taken. Bert replied that he was not in favor of postponing action and that we had all the facts he wanted as related to this case and could see no reason why Council should not act on the facts as given. He said that he did not think Frank should be allowed to return to the Kitchen because of the strain that would put on the leader of the Kitchen. He wanted Gilley suspended without pay until a time when we could consider his case after the tomato season was over and reach a conclusion as to whether or not we cared to release him from the payroll.

Ethlyn Christensen asked Bert why he wanted this kind of action taken and Bert's reply was that he thought the Kitchen was too busy now to be bothering with persons who would not do what they knew they ought to do and that leaders ought not to be bothered in that way. On the other side he thought it would be a decided factor in strengthening the whole group in the realization that each one was responsible for doing all he could and that anyone who did not share this responsibility to the extent of his ability would not be tolerated.

In answer to questions Leo Zike said that he had had occasion to reprimand Frank several times and that he was very much surprised at the responses that the Kitchen boys had made about their opinions of Frank because almost each one of them had complained to Leo at some time or other about Frank and about his work and attitude. He said he could not understand why the Kitchen boys now would take such a weak stand and not say the same things to Council as they had told him on the floor of the factory.

Bert Hines made another statement in answer to Leo's remark about the lack of the Kitchen boys to face the situation honestly and to say what they thought in Council. He said that he thought the Kitchen Department was too weak to discipline itself or any member within it and that we needed just that kind of discipline. This was the reason why Bert had presented this case to Council as he had today.

It was moved by Arlie Myers and seconded by Billy Hines that we expel Frank Gilley without pay until the first regular Council meeting after October 10th, when his case may be discussed more fully and final action taken upon it.

Kenneth Lucas remarked that Frank Gilley was present at a very recent

Council meeting where we discussed ways and means of saving expenses by coming to the plant for an examination by our doctor rather than going to the doctor's office. Frank Gilley lived nearer to the plant than he did to Dr. Canaday's office and had gone down to the doctor's office Saturday rather than to the plant for an examination. This was just another indication of lack of responsibility or carelessness in trying to do what he could to help the group.

Jack Evans made another statement about waiting to take action on the case rather than to take any action at this time. Jack noted, for Council's attention, the difference in the opinion of the leaders and the rank and file workers who had spoken about Frank's work and attitude. He said he was not defending Gilley and he held no brief for the way Gilley had acted but he didn't want too hasty an action on the part of Council and did not believe that we would be acting wisely if we carried the motion which had been made.

Arlie Myers asked Jack about any recollection Jack might have, when discussions of personnel were in order, when any of the Kitchen boys had ever made any constructive criticism about anyone. Jack admitted that this was true, and that it did show a weakness on the part of the rank and file workers but even so he did not believe we should go further with action at this time.

Billy Hines said that Council must discipline people and that we could not be forever deferring action and not facing up to situations honestly. He said he did not agree with Jack at all about this method of handling the case, and that he would prefer having action taken which would show that we were backing up the leaders when discipline was necessary and no-co-operation fairly evident.

Jack replied that he was merely stating his own opinion and, while that was not in agreement with what Billy believed, he still thought we would be better advised to postpone action.

Bert Hines made an emphatic statement of disagreement with Jack's position and asked for action at this time from Council. Bert made another statement about the Kitchen boys not being strong enough to discipline themselves and the fact that the whole group must bear in mind that leaders must be supported if we are to carry through on maintenance of quality and keep production on an efficient level with a minimum cost.

Ethlyn Christensen said she did not want Frank suspended as this seemed too drastic a form of discipline for the facts in hand. She did not agree that we had sufficient knowledge of the case at this time to act wisely and that we would be better advised to wait until a later meeting when we could review the matter more calmly and reach a decision then. She did not believe that we had sufficient information about Frank's condition to warrant the action suggested by the motion.

Billy Hines again made a statement about the need for clearing out from our ranks those people who continue to show a poor attitude toward their work and their responsibilities. He said we must back up our leaders and we must co-operate to the limit if we are to live as a group and that he was anxious to see just how the whole group was thinking on this matter.

Jack Evans asked for a ballot vote on the motion. Someone else asked that this vote be limited to regular Council members only. Because it is a rule of Council that when a ballot vote is called for it must be taken, this course of action was followed. When the votes were counted it showed 48 in favor of the motion, 44 opposed, and 2 undecided. Mary Lipferd explained her vote in opposition to the motion as believing that it seemed to her Frank Gilley should be kept at work and we would get the benefit of his services between now and the date when further discussion might be held at a regular Council meeting following the tomato pack. She did not believe we should ask Frank to remain away from work now at a period when we needed the assistance of everyone to help carry the heavy load of production. Several other people spoke explaining their vote in opposition to the motion and Miss Franz stated that she believed there was too close a vote to accept this as final. After some further discussion about this matter it was moved by Ethlyn Christensen and seconded by Cornell Hewson that we do not accept this vote as final. This was carried with 12 opposed. It was then moved by Jack Evans and seconded by Mary Lipferd that we table the motion until the next regular Council meeting. This was carried. The meeting stood adjourned at 1:50 P. M.

The persons who participated in this discussion were as follows: Frank Gilley, Jack Evans, Leo Zike, Bert Hines, Dr. Canaday, W. H. Hines, Howard Herner, Arlie Myers, Cornell Hewson, Opal Hassenzahl, Kenneth Lucas, Mary Lipferd, Ethlyn Christensen, C. E. Franz, Walter Mullen, Norris Glidden, Fritz Kleis, George Alexander, Willie Kalscheuer, Joe Watson, Nellie Gray, and Dorothy Nord Holt.

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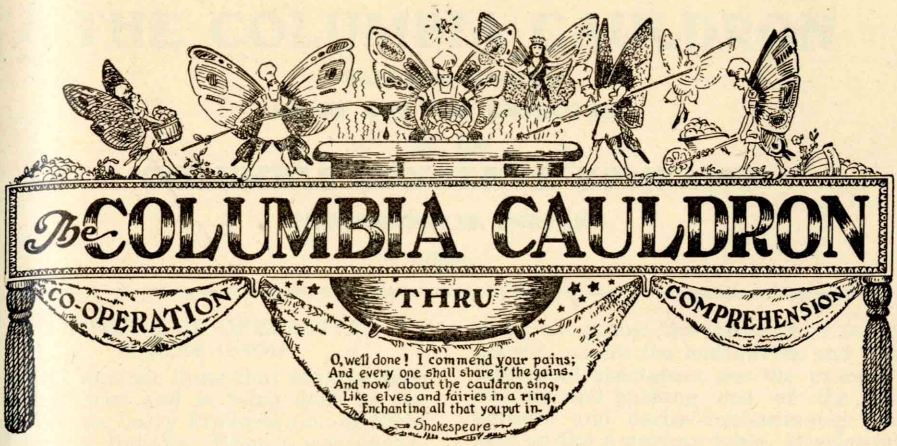
The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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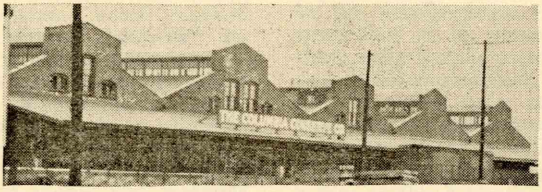

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75

ANOTHER CO-OPERATIVE MAKES GOOD

JUST another thing that can't be done has been and is being done by the Wayne Dairy Products Co., of Richmond, Indiana. From a very inauspicious beginning ten years ago it has been playing a milk bottle tune which became a concert of $344,000 business last year.

Early in 1920 Wayne county dairymen found themselves confronting a flooded market. Only a fraction of the milk produced could be sold and that at an unreasonably low price. After several unsuccessful attempts to find a solution of the problem the Richmond Milk Producers Association was formed in the hope that collective bargaining might be more effective in wresting a reasonable contract from the milk distributing agencies. Months of bickering did little to improve matters. It only increasingly stressed the need of a better distributing system in the Richmond retail market. Finally the "Embattled Farmers" decided to put teeth in their dragon and incorporated the Wayne Dairy Products Co. for $150,000. It was no avocation selling even $50,000 stock in so unprecedented a venture. Starting from the stump up they have built a distributing plant as modern in ideals and methods as it is in equipment and sanitation.

In its ten years of existence the organization has experienced all the growing pains of a good co-operative. All along the way it has maintained itself and shown steady improvement, not only in its own service and equipment but it has influenced the quality and price of all dairy products in its local market.

Last year the Wayne Dairy was supplying the community with 175,000 pounds of pure milk each week.

Approximately 10,000 pounds of fresh cream is churned into butter each week. "Quality" butter has so well fulfilled its name that it has been necessary to purchase one of the largest commercial churns made. This mammoth butter maker is installed in a large front window, just across the street from the city market, where the housewives and many interested spectators see the process of making and packing one of the most delicate and easily contaminated products on the American table. Besides milk and butter they also manufacture pasteurized cream, cottage cheese, buttermilk, plain and sweetened condensed milk and semi-solid buttermilk. All of these commodities require special technique and equipment.

Each year the hundreds of visitors are impressed by the amount of care and equipment used in the handling of milk to keep it pure and palatable and make it safe for consumption. In the city of Richmond all milk and cream must be pasteurized. The milk is unloaded, in large covered cans, from the farm trucks, is then emptied into weighing tanks, and forced through filters into the 300-gallon Burrel spray pasteurizer, over cooling pipes into the bottle filler. It is stored in the refrigeration rooms a few hours until 2:00 A. M. when the wagons start their daily rounds to place it on the doorstep before breakfast. As a special service, by using only morning's milk for bottling, the milk reaches the consumer the same day it is milked.

The three giant refrigerators are like a trip to the Arctic Circle. An ammonia system keeps these rooms at the proper temperature to preserve the dairy products perfectly. But there is another side to the temperature question. It required two carloads of brick to insulate the two 100-horsepower boilers. They furnish the hot water and steam to wash and sterilize thousands of bottles and 1,000 milk cans each day which is one of the greatest safeguards against germs that might contaminate the milk supply.

Although the process of sterilization and bottling is entirely mechanical it requires a competent force to direct its operation. There are some thirty full time employees, all of whom receive a living wage and have steady employment. A visit to the new barn would convince you that even the horses collect a good

livelihood and kind treatment for their services. They wear rubber shoes and draw rubber-tired wagons as a courtesy to the patrons.

All the equipment and care would be of little avail were it not for "the man behind the man behind the gun." The reason Wayne Dairy milk is so good is because the dairy is owned and controlled by the farmers producing the milk. "Naturally, when a producer owns his own factory, he leaves no stones unturned to do his best to produce quality for his company." Only real dairymen to whom good herds and cleanliness are almost a religion could withstand the rigid care and inspection demanded by the standard they have set for themselves. The state inspector makes frequent visits to the whitewashed and cleanly swept cow stables. He also must see the milk house where the milk is cooled and the milking utensils washed and scalded. Even the milk pails aren't immune from having their ears examined for a lurking germ.

One of the show places of the countryside is Rose Hill Farm where an especially high quality milk is produced for infant feeding. Mr. Hill has a herd of over 50 fine cows periodically double tested for tuberculosis and Malta fever germs. Seaweed is added to the cow's feeding ration to insure iodine content in the milk. It is indeed a pleasurable experience when one happens by Rose Hill at milking time.

You can't do anything with a bunch of farmers; perhaps not but a bunch of farmers can build and direct a real co-operative organization. The Wayne Dairy is controlled by a board of directors, elected by and from the farmer stockholders. Each stockholder must be a producer of milk and no individual may own more than $500 worth of stock. He has no more voice or privilege than he who owns only $50 in stock. Profits are shared on the basis of milk produced. Members now have an adequate outlet for all of their milk and realize 20 to 30 per cent. more for their product than the current market price paid by competitors anywhere in Indiana.

Due to a nucleus of irate farmers back in 1920, Richmond now has the best supervised and controlled dairy products in the state. The quality far surpasses the state requirements. Not only did they pull themselves up by their own bootstraps but have brought about unprecedented benefit to their fellow dairymen and the consumers of their locality.

Probably the reason for the remarkable success that has made it necessary, in ten years, to double the size of the original plant may be attributed to its ideals of service, quality and a square deal all around.

ARDATH WHITE.

SHORT MEASURE TO CONSUMERS

A STUDY made last year in New York City by the New York World showed that the meters of fifty taxicabs of large operators, run over a course measured without the drivers' knowledge, read 8 to 10 per cent. too high. This would mean $700,000 extra profit a year to a company operating 500 cabs. The American Automobile Association estimates the annual loss to the American public through short measure in the sale of gasoline as at least $20,000,000. In one city, out of 100 purchases, there were twenty-five prosecutions and twenty-three convictions on shortages of a quart or more. In another city, 14 per cent. of the gas stations made short measure sales ranging from one pint to 1¼ gallons. Chase and Schlink estimate that the consumer's loss on gasoline is enough to finance the enforcement of adequate weights and measures inspection in all the states of everything sold on a weight or measure basis.—*From the Social Service Bulletin of the Methodist Church.*

Wanted

God give us men! A time like this demands
Strong minds, great hearts, true faith, and willing hands.
Men whom the lust of office does not kill;
Men whom the spoils of office can not buy;
Men who possess opinions and a will;
Men who have honor, men who will not lie;
Men who can stand before a demagogue,
And damn his treacherous flatteries without winking!
Tall men, sun-crowned, who live above the fog
In public duty and in private thinking.
For while the rabble, with their thumb-worn creeds,
Their large professions and their little deeds,
Mingle in selfish strife—lo! Freedom weeps,
Wrong rules the land, and waiting justice sleeps!

—*Josiah Gilbert Holland.*

INDUSTRIAL EXPERIMENTERS, UNLIMITED

(This article was written by Lloyd G. Reynolds, one of six Canadian students who worked at The Columbia Conserve Company during the summer. It appeared originally in *The Canadian Student*, a national Canadian student magazine.)

IN the year 1917, in the city of Indianapolis, there existed a very small company engaged in the manufacture of soup. A very ordinary company it was, too, with the exception of one man—its president, William P. Hapgood. Mr. Hapgood had a theory that men will work more efficiently and live more fully if given an opportunity to own and control the institutions in which they work. This faith in the practicability of industrial democracy he now proposed to test.

The testing has been going on now for fourteen years. At the present time the workers own collectively a majority of the common stock of the company and exercise through their Council supreme authority over its management. Salaries have been much increased, made continuous throughout the year and determined on the basis of need. Hours of work have been reduced to 45 per week. Each employee of the company receives an annual vacation of three weeks with pay, free medical and dental care for himself and his dependents, and a pension when no longer able to work. Yet so greatly has efficiency increased that in spite of these heavy overhead costs, profits have ranged from eight to forty per cent. of the capital stock and the number of employees has increased threefold.

This, in brief, is the history of the Columbia Conserve Company. Facts, however, are never as interesting as personalities. It was with a hope that we might obtain a more living picture of this experiment that six Canadian students, including myself, spent the summer in the Columbia factory. And so I should like, for a little while, to tell you what I saw.

First of all, about one hundred and fifty men and women, of average intelligence and ability. A small number occupy positions of executive or technical leadership; the remainder constitute the rank and file of the company. The majority of the leaders have been connected with the company for many years. As a rule they are friendly, hard-working and unselfish. They tend to be decidedly conservative both in policies and politics and rather dogmatic in their faith in producers' co-operation. They tend also to borrow most of their social philosophy from Mr. Hapgood, which prevents it having very deep roots within themselves. A small group of younger leaders who have come to the company within the past five years have brought a much more liberal outlook. The freshness and individuality of their views has stimulated the entire group.

The outlook of the rank and file workers is limited by the fact that the majority of them have not progressed beyond public school. Most of them, too, have come to Columbia saturated with a capitalistic philosophy of life and have scarcely been in the new environment long enough to catch its spirit. They are for the most part unable and unwilling to accept the responsibility of making decisions and would much rather leave such tasks to the leaders. It would seem, however, that much progress in this respect has been made during the past few years.

Leaders and led mix easily during the lunch-hour and in other leisure moments. Social distinctions between office and manual workers have been almost entirely abolished. The white-collared gentry come to work at 7:30 as do the knights of the overall, and the treasurer of the company plays "buck euchre" with the men from the kitchen.

This free and easy relationship is carried over to a certain extent onto the floor of the factory. After all, the leaders are elected by Council and can be deposed by it; they have no power to discharge a worker until the case has been considered by Council. Thus there would seem to be no reason why a worker should fear his foreman.

As a matter of fact, however, the workers are rather more diffident than one would expect. Doubtful of their ability to stand up against a foreman in an argument and impregnated from childhood with "boss psychology," they will sometimes work docilely under a leader whom they dislike rather than raise objections. They are slow, too, to make constructive suggestions concerning methods of work and will frequently obey orders which contradict their own judgment.

I could say much of the actual work in the factory. Some of the processes are interesting, many more exceedingly monotonous. The workers work very hard, in some cases too hard—partly because they fear the ill opinion of the remainder of the group, partly because of the deeply-entrenched profit motive, and partly, no doubt, because of a real feeling of loyalty to the company and of responsibility for its success.

A Common Council, in which any employee of the company is entitled to sit, has supreme authority over the doings of the company, and all important decisions must be ratified by it. It does not especially concern itself with the details of administration, but with matters of personnel, finance, sales and contacts with "the outside." Most of the actual work is carried on by some ten standing committees which make recommendations to Council.

Council meetings, held weekly or biweekly, are quite informal. The most vital problems are disposed of in an entirely unspectacular manner. Discussion is carried on very largely by members of the executive group. The rank and file rarely speak—still more rarely do they vote against a clear majority opinion of the leaders. This indicates in part sheer apathy, in part a justifiable confidence in the judgment of the leaders.

Administration could undoubtedly be carried on more efficiently if Council consisted only of the leaders. The present system has, however, an educational and psychological value which can scarcely be exaggerated. The ordinary worker knows the precise position and policies of the company from week to week, and though he may not make decisions, he can at least feel that they are made on his behalf.

Minimum weekly salaries have been fixed on the basis of cost of living in Indianapolis at $22.00 for single and $33.00 for married employees, with an allowance of $2.00 per week for each of the first three children. Should any worker feel that these sums do not cover his needs, he may apply for an increase to the Needs Committee, which makes recommendations to Council. The worker's estimate of his needs is almost invariably accepted.

In view of the present financial stringency, the Columbians have decided to set aside 20 per cent. of their salaries each week into a sinking fund to meet a possible deficit at the end of this fiscal year. The financial position of the company is much better than that of the average corporation and there is little doubt that it will weather the storm.

It would require many pages to describe fully the company and its policies. I should like to speak of the educational program, which provides classes in English, economics and other subjects during slack periods. I should like especially to tell of the relationship of the company to many similar experiments in the United States and Canada and of the way in which it has stood behind all manner of co-operative ventures.

But I must hasten on to anticipate some of the questions which will undoubtedly have arisen in the reader's mind. My answers to these questions constitute in some measure my judgment of the value of the Columbia experiment.

First of all, I have stated that the policies of the company are shaped in practice by a small executive minority. In other words, the workers do not really govern. The question at once arises: Can such an organization be rightfully called a democracy? I might answer this question by asking another: Is the Dominion of Canada really a democracy? Certainly the average citizen of Canada does not, either directly or indirectly, govern this country. Government is carried on by a small group who have fairly intimate knowledge of the problems which must be met—the cabinet. Yet Canada is a democracy in the historical sense of that term. We can, then, scarcely deny the same status to the Columbia Conserve Company. Indeed, the fact that the experiment possesses the defects as well as the merits of political democracy is the best proof of its genuineness, and offers interesting possibilities of future improvement.

Columbia differs from Canada in that it is a direct rather than a representative democracy. This raises a further question: Could such an experiment succeed in a factory too large to permit of all its employees meeting in Council? Any opinion on this point must of necessity be purely speculative, as the venture has not yet been made. I am inclined, however, to answer in the affirmative. Some system of representation, probably by departments, would have to be developed. Such a system, of course, would be less efficient than Columbia, even as the representative democracy of the United States is less efficient than the direct democracy of the New England town meeting.

If, then, democracy is practicable for both large and small industries, may we not expect a gradual spread of the principle which will eventually create a new industrial order based on co-operation? This is the hope of many sincere people, both within and without the Columbia Company. I cannot share that hope, which seems to me greatly to overestimate both the benevolence and the enlightenment of the capitalist class. It is much more likely that important changes will come through trade union and political action by the workers themselves.

In the meantime, however, Columbia and similar experiments will have done invaluable service by proving that industrial democracy, which must be the goal of all change, is practical. It is true also that these experiments will carry over much more easily than the ordinary factory into a new industrial order.

It is interesting to speculate on the future of the Columbia experiment. Within the next decade, Mr. Hapgood will probably retire from the scene. What then? There can be little doubt that the company will continue to exist and that it will continue to be a financial success. That it will continue its progress toward democracy and its role as a storm-center for radical industrial experiments is by no means so certain. We must remember that almost every advance in the social policy of the company during the past fourteen years has been made at the direct suggestion of Mr. Hapgood. He it is who, with untiring energy, has half-led, half-forced his followers up the steep pathway of co-operation. Were he at the present moment removed, the majority, even of the leaders, would feel little impulse to go on over the rough stones and into the darkness.

The older leaders, of course, are gradually passing out of the picture and are being succeeded by younger blood. Upon the caliber of these new leaders, everything will depend, especially during the next few years. There is need for men and women who combine technical ability with sound social idealism and who are willing to give themselves wholly to the task of pioneering in industrial relations. There is need especially for persons whose regard for their fellowmen is not a mere surface phenomenon, but is rooted in some deep and abiding way of life.

There are already a few such at Columbia and its sister experiments—hardy spirits, working, under difficulties which would crush most academic radicals, toward a goal which they feel to be tremendously worth while. I can imagine no more thrilling field for strenuous endeavor during the coming years.

LLOYD G. REYNOLDS.

The cross-examining lawyer asked the witness a question.

"I think—" he began.

"We don't care what you think; we want to know what you know," remarked the lawyer.

"Well, I may as well get off the stand, then," said the witness. "I can't talk without thinking. I'm no lawyer."

THE STANDARDS DEPARTMENT—WHAT FOR?

FOR more than two years the Columbia Conserve Company has had what is known as the Standards Department.

Some months ago there was a discussion in Council as to whether the Standards Department was performing a useful function or was a costly burden upon Columbia.

The question arose over a report of a committee consisting of department leaders, including the Standards Department. This committee recommended that the Standards Department be reduced in personnel from five members to one member for the period of the tomato season.

The report brought out some unusually frank criticisms of the department.

A small but influential number opposed the committee's report and the criticisms made on the ground that no one in our group was qualified to judge as to the value of efficiency engineering. That being what we had for the past two years we were compelled to agree that we were ignorant of its value. It was voted that the Standards Department continue until a time when Mr. Chandley, the efficiency engineer, who sold us this system of efficiency, could appear in Council and give us the needed information.

It is no secret that I am opposed to the Standards Department as I have known it. My opinion has been expressed in and out of Council.

It is my impression that for several months past the Standards Department has been less menacing to the happiness of Columbians than formerly but it is there and it should be justified or junked.

I trust that no Columbian will misconstrue my motives in this matter. My opposition to the Standards Department is directed against a system of (alleged) efficiency and in no way involves the personnel of the department. I believe they have been without exception alert, industrious and conscientious.

The famous Victor Hugo character Javert was no more untiringly devoted to duty (as he saw it) than members of the Standards Department.

Devotion to Columbia is not a rare thing. There have been many evidences of such devotion but the system of efficiency set up in the Standards Department required personal checkups which were bound to be very unpopular.

No matter how gentle the investigator might be the records required that in-

dividual performance should be noted.

"Is George working?" "Oh, yes." "Where is he?" "You see those sacks of sugar staggering in from the truck? Well, George is under those sacks."

"That's all right, I just wanted the record."

With more than the usual amount of a "saving sense of humor" there were times when one was too irritated to join in the hearty laughter of his fellow workers.

Yes, I will agree that the Standards Department added to the gaiety of Columbia workers. Not all of them however had that "saving sense" and many a worker was made unhappy from fear and humiliation on account of inability to reach the standards set.

It may be contended that the department has been an instrument of discipline, but even the authoritarians among us will disagree upon that point. Remember that it was the department leaders who composed the committee that recommended the reduction of the Standards Department.

From the standpoint of those who would encourage democratic discipline the charge against the Standards Department is that its system or technique is destructive of the morale of Columbia workers. Such a condition does not make for discipline, neither authoritative nor democratic.

If its moral effect is bad that is sufficient to condemn the present Standards Department technique but there is the added indictment of cost.

It was stated in Council (and not disputed) that the department had cost Columbia approximately $30,000 in two years of its operation. In these not too prosperous days even the most humorous couldn't laught that one off. I do not want to stress the money cost except as of secondary importance but it seems well that we should remind ourselves that the cost is not insignificant.

My chief indictment is that the department as it has operated during the past years (and from what I know I am quite certain its technique was according to the instructions of Mr. Chandley's representative) is contrary to the principles of Columbia as proclaimed widely by voice and pen. *It has fostered a jealous individualism in the place of cooperation.*

We must be practical. Sentimental regard for new ideas or individuals should not prevent our assessing the value of any activity in its relation to Columbia welfare, moral and material.

We are apt to be more gullible than the ordinary industrial institution on matters where sentiment is involved. Such sentiment can be directed towards utopian schemes or the systems for sale by innumerable "semi, demi, quassi, psuedo scientists" (to quote my friend LeHane) as well as towards individuals.

Even a thoroughly satisfactory system of efficiency fitted to the requirements of an industry based upon the exploitation of the workers is totaly unsuited to Columbia.

It would be unfair to say that the years of work by the statisticians of the Standards Department has no value.

They have compiled an overwhelming total of records. At any time they can smother Council with figures.

There is a belief that these figures may aid in cost accounting.

We may salvage something out of the Standards Department yet.

Please note that I have been writing of a specific thing, *the* Standards Department.

I am not opposed to *a* Standards Department. Such a department might very well concern itself with other than individual performance standards were it formed with that end in view.

It could direct its efforts towards eliminating waste in human labor by utilizing some unusual talent now available in the Mechanical Department in the construction of labor saving devices.

It might give attention to the matter of a shorter work day.

It might make a serious study of methods by which the hardships of the tomato season can be lessened if not entirely removed.

A Standards Department could render a valuable service to Columbia that would cause the workers to rise in Council and call it "blessed."

Dan R. Donovan.

Out Again, In Again

"Did you—utterly without warning—assault this poor insurance salesman and throw him into the street?" demanded the district attorney.

"Yes," quietly replied the retail merchant, "three times."

To get iron into your system, eat spinach. To get lead into it, live in Chicago.

Current Events

By the Man in the Street

WHEN U. S. Steel cut wages 10 per cent., the stock went up two points. Operators considered the cut highly favorable in that it would mean a saving amounting to around $3.50 per share of common stock. Our best minds haven't yet learned that the purchasing power of the people, not the profits of a few big men, is the final arbiter of jobs and business conditions under our economic system.

* * *

Says Arthur Brisbane: "The other day the Russian government owed six million dollars to American business men. What do you suppose those Bolsheviks did? They actually paid the money." Big business accepting Bolshevik gold? Something else for Ham Fish to worry about.

* * *

The President speaks of unemployment relief being "successfully handled" last year. Even adequate charity is not successfully handling unemployment. Our people want jobs, not bread lines. They want the opportunity to earn a living, not the right to enter a soup house.

* * *

Well, anyway, under the administration of President Hoover, everybody has been kept busy—trying to make both ends meet.

* * *

What the average person would like to know is how there can be a "Red Trade Menace" if the Five-Year Plan is the failure Ham Fish and our professional patriots claim it is.

* * *

Says Mr. Pinchot to Mr. Hoover: "You yourself have asked for appropriations by Congress for relief of the needy in distant parts of the world and, having obtained them, have supervised their expenditures. It would seem to be most opportune that you should do no less for our own needy here at home." True, but you don't understand, Governor. At that time Mr. Hoover wasn't a President seeking the support of rich taxpayers for a second term.

* * *

Wage cuts continue with the object of providing additional capital for big business. As proved by our depression in the midst of an abundance of cheap money, big business doesn't need capital—it needs customers, customers with the necessary cash or credit. We have been so busy supplying Wall Street with capital, we have failed to supply the customers with cash.

* * *

Mr. Hoover's banking pool is to take care of the frozen assets of the banks. Well, well, well, so our trouble hasn't been frozen confidence after all, but frozen assets.

* * *

Hoover's Federal Farm Board made one serious mistake when it requested southern cotton farmers to destroy a third of their crop. If the board had only used the word "eliminate" instead of "destroy," at least some of our governers would have been sure to have approved it. It is too bad the board's discovery of a way to increase wealth by destroying wealth has come to naught, for it was probably a vital part of Hoover's Twenty-Year Plan.

* * *

A newspaper writer observes that Andrew Mellon seems to suffer from an inferiority complex when in public. This is probably due to contemplation of the billion dollar surplus of the Bolshevik budget as compared with his billion dollar deficit in the American budget.

* * *

Why all the excitement about the possibility of America going off the gold standard? The American people have been off the gold standard for three winters now.

* * *

If "the greatest secretary of the treasury since Alexander Hamilton" will devote a little time to balancing the budget of the American people, he'll find the budget of the American government balanced automatically.

* * *

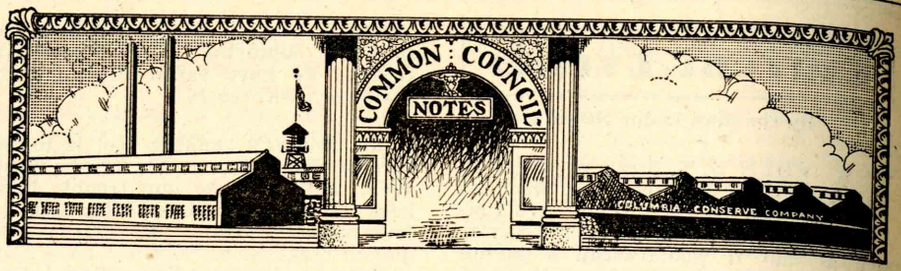
"President Hoover seeks to trim Navy Budget $35,000,000," runs a newspaper headline. It is understood that he contemplates no cut in the wages of the sailors.

* * *

No great or successful man whistles according to Chas. Gray Shaw, Professor of Philosophy at New York University, and to clinch his point he asks if any one can imagine President Hoover whistling. A lot of people can't even imagine any one considering him great or successful.

* * *

Russia liquidates her kulaks through farm collectives and from the price of Federal Land Bank bonds we seem to be liquidating ours through farm mortgages.



Regular C. C. Meeting
Friday, October 16, 1931
7:15 P. M.

Chairman, C. W. Knapp.

Visitors: Mrs. John Brophy, Mrs. C. W. Knapp, Mrs. Anne W. Lindsay, Mr. and Mrs. C. C. Gundlach, Mr. McKinney, Mr. Porter, Frank O'Hare, Miss Helen Swoyer, Miss Marion Smith, Cecil Windell, Stanley Edwards, Marjorie Densford, Howard Hamilton, Ralph McClain, Dr. Fritzlenrich, Germany. Attendance 43 men and 25 women.

The meeting was called to order by the chairman and the minutes of a special meeting held at noon on September 20th were read and approved.

A statement which had been made in that meeting to the effect that Frank Gilley lived nearer to the plant than he did to the doctor's office was corrected. Frank lives about three squares from the doctor's office which is nearer than he is to the plant.

The secretary then gave a summarized report of a special meeting which had been held on Monday evening, September 27th. This meeting had been called at the suggestion of Wm. Hapgood after a report had been given to him concerning discussion of the case of Frank Gilley.

There had been a sense of uneasiness and dissatisfaction manifest in the group over a period of time occasioned by a growing divergence of opinion on the administration of disciplinary measures within the group. The leaders and persons who carried the chief responsibility for seeing that production was carried on efficiently felt that it was increasingly difficult to get action on cases requiring discipline and sensed a growing lack of respect for their instructions. This feeling was not based on open and flagrant disobedience but rather was evidenced in a lack of eagerness to do work which had been assigned. Then there was another group of persons who preferred postponement of action of a punitive disciplinary character until sufficient investigation had been made and data was available upon which to base decisions.

Realizing that a frank discussion of the different opinions from representatives of each of these groups would provide the best means of a clearing house for the creation of a better understanding, Mr. Hapgood had asked that Jack Evans and Albert Hines should each choose an equal number of persons to attend a special meeting and the following persons attended the meeting:

Laurence Roberts, Norman Eickhoff, Chloe MeHarry, Arlie Myers, Homer Shelley, Walter Mullen, Gilbert Givan, Henry Rippe, Cornell Hewson, Dan Donovan, Ethlyn Christensen, Blanche Forrester, Opal Hassenzahl, Albert Hines, Garnett Lohman, W. H. Hines, Jack Evans, A. A. Heist, Leo Zike, Willy Kalscheuer, Geo. Alexander, Milburn Forth, James Cook, Howard Herner, C. E. Franz, and Kenneth Lucas.

Wm. Hapgood was asked to be chairman of the meeting and Dorothea Nord Holt served as secretary. A perfectly frank discussion of differences of opinion was entertained and as an outcome of it the special meeting presented for Council's consideration a recommendation that a committee be chosen by Council to deal with cases of individuals who, by their action or attitude, interfered with production during the day's work and some disciplinary action was needed. It was recommended that this committee be chosen with the idea in mind that whatever action was taken by it would have to be preliminary to further discussion or decision by Council, but that the committee could and should act quickly in cases of emergencies. It was suggested that five people be chosen to serve on this committee and that the major portion of the committee membership, if not the total membership, should be chosen from those persons engaged directly in production and who were responsible for production activities. This committee would be empowered to take any action it cared to in any individual case, but whatever action it took would have to be referred to Council for consideration and final decision at the next opportunity for a regular council meeting, if punitive measures had been administered.

A further explanation of the special meeting recommendation was given by Jack Evans who explained that the new committee, if formed, would take care of cases like the recent one of Frank Gilley, which could be handled more expeditiously, and with more general satisfaction.

John Brophy stated that he approved of the appointment of such a committee but was opposed to the idea that only punitive measures should be considered as disciplinary. He was of the opinion that there were other forms of administering discipline than by means of punishment. Jack Evans replied that we have about four steps to our usual procedure in handling cases where discipline is necessary and listed them as follows:

1. Cases of individuals being talked to by one or more persons, such as the leader of the department or the personnel manager.
2. Discussion of an individual's actions by a committee and warning from the committee to the individual.
3. Discipline by Council action of one form or another.
4. Discharge by Council.

Powers Hapgood said he believed that the creation of such a committee was a step in the direction of democracy but wondered why we wanted to change from our present system of allowing a leader of any department to take emergency action in individual cases.

Jack Evans gave a brief review of the reasons for the recommendation of the committee and stated that the leaders would be in a better position to handle individual cases if there was a committee to act on such cases rather than placing a single person in the rather unpleasant position of taking individual action. Bert Hines said he agreed heartily with Jack Evans' reasons for the creation of such a committee and stated that it was much easier for a committee to take action than for one person to do so, with less chance for criticism. Kenneth Smith asked whether any individual might make a recommendation to the committee when it was felt that someone should be dealt with by the committee, and the answer to this was "yes."

This would, it was thought, provide a much better system for handling emergency cases of personnel, or such cases as required immediate action, and that the authority and the responsibility would be shared more equally by the entire group.

It was moved by Milburn Forth that a committee of five be appointed for the purpose of such investigation of a personnel nature. Powers Hapgood stated he would second the motion if it were supplemented as follows: "to hear, or initiate, complaints and have power to act in an arbitrary manner in any way it saw fit, but that all cases should be referred back to Council for final action when punitive action had been taken."

After some further discussion it was suggested that the phrasing of the motion covering the appointment of this committee be left to the Agenda Committee and that the proposed motion be submitted at the next Council meeting. It was agreed by general consent to follow this course of action.

The next subject on the agenda was the continuation of the discussion of the Frank Gilley case. A general review of the case was given by Jack Evans. Arlie Myers moved and Milburn Forth seconded the motion that we drop the charges against Frank Gilley and take no further action at this time because of a belief that no support would be given any motion for further action by Council.

Arlie Myers admitted that he had no facts to base his opinion on but he believed Frank Gilley had improved in his conduct since his case had been brought up for discussion in September. Howard Herner stated that he did not agree with the motion and said that if we accepted it we would be only side stepping a "ticklish" situation.

Arlie Myers replied that this was not the reason for his making the motion but he did so because he felt it was of more use to save time and he believed we would accomplish nothing by further discussion of this case now.

Billy Hines stated that this would be the same as an admission by Council of being "licked by a situation" and we would be merely washing our hands of the matter rather than facing it.

Arlie Myers replied to this statement by saying that he knew when he was "whipped" and would rather not enter into further discussion of the matter now.

Jack Evans said he did not believe it would be good policy merely to drop the case, and would prefer having some further discussion, before we took any action one way or another. Kenneth Smith and Kenneth Lucas both spoke to the point of wanting the case of Frank Gilley referred to the new committee which was to be elected to handle such cases.

Howard Herner said he was not convinced of Gilley's improved conduct or attitude, and believed that he would not continue such conduct long.

Ethlyn Christensen asked why we should pursue the case further if there seemed no further need for discussion at this time.

Billy Hines said that he was of the opinion that it would be much better to have some kind of discipline handed out by Council to prove Council's ability to deal with such matters, and not simply white wash the whole affair as though there were no grounds for the criticism that had been offered in the first place.

Milburn Forth stated that if we meant by "discipline" that someone must be executed then in that sense Council had not taken action in this case, but if, on the other hand, we meant by discipline any action which resulted in improved conduct then Council had acted on the case.

John Brophy asked the question as to whether Gilley's recent conduct had improved satisfactorily or not, to which Leo Zike replied that it was all right now but that he couldn't say how long it would last.

Ethlyn Christensen asked why we should anticipate that Frank would not continue to be satisfactory if his conduct was satisfactory at this time.

After some further discussion a question on the motion was called for, and, taken to a vote there were 36 in favor of the motion with 17 opposed. Further discussion was entertained after the motion had been put to a vote. Billy Hines and Howard Herner and Ken Smith all expressed opposition to accepting the vote as final and were still opposed to the motion. Finally after more discussion it was moved by Kenneth Lucas and seconded by Laurence Roberts that we consider the vote on the motion as final. Several persons spoke in opposition to this motion but the question was called for, and taken to a vote, there were 7 opposed and the balance of about 40 in favor. This constituted a clear majority and the motion was declared carried.

It was then moved by Howard Herner and seconded by Kenneth Smith that the minutes of the special council meeting of the 21st be stricken from all records because of the belief that it would be foolish to print them in view of this later discussion and action.

Powers Hapgood said that if we passed this motion we would be dishonest in our statement that we withhold nothing from the records whether it be favorable to us or not. Inasmuch as we do publish all Council minutes in our Cauldron and we do make the statement to the public that we withhold nothing from our records, it was thought unwise to accept this motion. Several other persons spoke against the motion. Taken to a vote, there were two in favor of the motion and the balance were opposed. The motion was declared lost.

It was noted at this time that it was our regular adjourning time and it was moved and seconded that we continue the meeting until 10:00 because there were items on the agenda which needed attention and which could not wait until the next meeting. Taken to a vote the motion was carried unanimously.

The next question on the agenda was whether or not we should work on Saturday mornings any longer, now that the tomato packing season was finished. Bert Hines explained about general production needs and stated that there was some work which should be done and some turnips which should be cared for on Saturday morning, October 17th, and it would be wise not to discontinue working on Saturday morning this week.

Ethlyn Christensen asked whether we needed to have this work done now or whether it could be spread out during the coming week or weeks, and thus eliminate the Saturday morning work. Miss Franz stated that there were some cars awaiting shipment which ought to be gotten out and Billy Hines explained that turnips which were being brought in from the Columbia farm needed to be handled immediately if we were to get the best results from them. He stated that perhaps arrangements could be made following this week so that Saturday work would not be necessary except in emergencies. It was moved by Arlie Myers and seconded by Bert Hines that we revert to our five day schedule beginning October 23rd. Taken to a vote this motion was carried unopposed. It was stated that in case of emergency work being needed it would not be necessary to refer the matter to Council in order to have Saturday morning work done but that in regular procedure there would be no further Saturday work on our regular schedule for the time being.

The next subject on the agenda was the matter of a Community Fund appeal which is being made at this time. Kenneth Lucas explained that the Community Fund officials had asked the Columbia Conserve Company to consider the matter of donations this year as it does every year. It was pointed out, in general discussion, that we handled subscriptions for the Community Fund in an individual manner last year because of the belief that, as a company, we were doing all that we could in carrying our own

stabilized employment plan and all the other benefits which accrue to workers in the Columbia Conserve Company. It was moved by John Brophy and seconded by Powers Hapgood that we follow the same procedure this year as we did last year, and that individual subscriptions be taken. Taken to a vote this motion was carried unanimously. It was moved by Kenneth Lucas and seconded by Jack Evans that Billy Hines be appointed chairman of the committee to receive the individual subscriptions. The motion was carried unopposed.

Billy Hines declined to accept the appointment and following a general discussion, it was moved by Jack Evans and seconded by Arlie Myers that we have a speaker from the community fund some noon hour next week and that some one person be in charge of that meeting. Following the noon meeting all individuals who wished to contribute should do so by getting in touch with the person in charge of the meeting, and that these subscriptions should not be sent in the name of the company. There followed considerable general discussion of the feelings within the group about the Community Fund both in favor of subscriptions to it and opposition to the whole general idea. The question on the motion was called for and taken to a vote it was carried without opposition.

It was moved by Jack Evans and seconded by Arlie Myers that Kenneth Lucas be appointed as chairman in charge of the Community Fund contributions. Taken to a vote the motion was carried unanimously.

The meeting stood adjourned at 10:15 P. M.

H. Dorothea Nord Holt, Secy.

Persons who took part in the discussions in the meeting were:

Arlie Myers, Howard Herner, Powers Hapgood, Mary Lipferd, Jack Evans, Ethelyn Christensen, John Brophy, Frank Gilley, Billy Hines, Bert Hines, Kenneth Smith, Milburn Forth, C. E. Franz, George Gregory, Laurence Roberts, Kenneth Lucas, Dr. Louis Burckhardt, and Dorothea Nord Holt.

Regular C. C. Meeting
Friday, October 23, 1931

Chairman, C. W. Knapp.

Attendance 37 men and 22 women. Visitors: A. M. Krahl, Mr. Irving Rosenblum, Leona Hall, Mrs. Marion Evans, Mr. and Mrs. H. E. Boatright, Mr. and Mrs. R. R. Herath, Mr. John Porter.

The meeting was called to order by the chairman and the minutes of the previous meeting were summarized by the secretary.

The chairman announced that the first item of business on the agenda was the consideration of the resignation of Tom McCloskey who had left our employ on October 10th but who had changed his mind since that time and desired to be reinstated with the group. The chairman announced that Tom was present and would speak for himself.

Tom gave a summary of the reasons for his desiring to leave our employ and then explained why he wished to come back with us again. He stated that he had been homesick for some time and had wanted to return to Galitzen, Pa., which was his former home, so that he could revisit the scene of his former activities amongst the miners and might be active again in doing some constructive work amongst the union mine workers there. Tom said that he had wanted for a long time to go back to the mines and had not been satisfied in Indianapolis, and because of this dissatisfaction there had been considerable disagreement in his family between himself and his wife because he wished to return to Galitzen and she did not want to leave Indianapolis. After a long period of indecision Tom had decided to go to Galitzen, leaving the Columbia Conserve Company's employ, and he did so, on October 10th. Within 48 hours of returning to Galitzen he realized that he had made a mistake. His wife had refused to go with him so he had to leave her and the children in Indianapolis when he left. When he realized that the thing for him to do would be to come back to his family in Indianapolis, he decided to wire Powers Hapgood and ask him to try to get his job back with the Columbia. A little later he decided to return anyway not knowing whether or not the Columbia would reinstate him, and he had come back to Indianapolis and had been in town for some days. Tom stated to Council that if he were reinstated he thought he could be a much better workman than he had been in the past because he believed he could apply himself more whole-heartedly and efficiently to his work now that he had really decided against a definite return to Galitezen.

When Tom had finished presentation of his own case, Powers Hapgood supplemented what Tom had said by giving a summary of Tom's background and the reasons for his leaving the Columbia and his sudden reasons for wanting to come back. Powers explained that Tom had been born in a mining district in Pennsylvania and had never been away from

that locality in his entire lifetime until he came to the Columbia three years ago. Since coming to Indianapolis he had been dissatisfied and homesick wanting to return to the mines. Tom had been persuaded by his friends in the Columbia not to go back to Galitzen and to stay in Columbia because his family would be much better off than they would be in the mining district, as he could not be assured of any employment there. Tom had wanted to go back to that area however, and expected to make a living for his family by raising gardening truck. Tom's wife had not agreed with his line of reasoning and had refused to go with him, but after much indecision, and after a good deal of persuasion by his friends to stay here, Tom had decided to return and had left Indianapolis as he had stated. Almost immediately he had had a change of heart when he got to Galitzen and decided that the thing for him to do would be to return to Indianapolis to his family and attempt to get himself reinstated with the Columbia group. Powers made a strong plea for Tom that he be accepted back by the Columbia and thought that if we did take him back he would be a much better worker as he has benefited greatly by the experience he has just gone through. Powers stated that he believed Tom was as much mentally sick from homesickness as any other person might be ill of some bodily disease, and that Council should take this fact into consideration, and give Tom another chance with us.

Arlie Myers said that he had no malice towards Tom in any way and had always gotten along well with him, but that he would have to express his honest opinion which was that Tom came here three years ago under a highly inflated recommendation by Powers Hapgood who had written to ask the Columbia to accept him as a worker. Tom had not measured up to that standard and has never fitted in with the Columbia group as he should have done either in workmanship on the floor of the factory or in performance in the Council meetings. Arlie said that if there had not been rumors that Tom was on the point of resigning during the time the personnel meetings were being held last spring he probably would have been asked to leave at that time because his name was under consideration by the Personnel Committee. Arlie strongly opposed reinstating Tom because he believed that Tom would not fit in any better if he came back than he has done formerly and that we have no place for him in our group at this time.

Ethlyn Christensen disagreed with Arlie and said that according to her recollection of the review of discussions in the Personnel Committee held last spring, Tom was rated then as a fairly good workman. Ethlyn stated that Tom had been under a heavy mental strain and had experienced a great deal of unhappiness which had resulted in subsequent inefficiency in his workmanship. She too, likened his state of mind, due to homesickness and unhappiness, as equivalent to a mental illness that was as hard on Tom as a physical illness might have been. She was of the opinion that a great deal of relief from that mental strain would be felt by Tom since his return from Galitzen, having gone there and decided not to stay and consequently returning here to his family. Ethlyn added a plea along with Powers' to have Tom reinstated with the group and to be given another chance under these changed mental conditions.

Kenneth Lucas asked Dr. Burckhardt for his opinion on the case and Dr. Burckhardt reported that if Tom had to be examined as a new person coming back on our pay roll he would not be able to pass him on the basis of our present medical examination requirements. The doctor gave a brief resume of the effect of homesickness and stated that this could be as disastrous in its effect as any bodily disease and could result in actual sickness, including the running of a temperature, but he would not class Tom's case as such a one.

Chloe MeHarry said that she was not in favor of reinstating Tom as he was now in the same position as a new comer asking to be taken in by the group and that we are in no position to add anyone to our payroll. Chloe mentioned the fact that if it were anyone else we would not be giving this consideration to them and she cited the instance of Mrs. Lewellyn who had been a former salaried worker and who would very much like to return if she could but even though she was an excellent worker we were in no position to have her come back with us at this time.

Miss Franz said that she was of the opinion that there would be constant repetition of the desire to return home to Galitzen by Tom and she was not in favor of his reinstatement. Miss Franz mentioned that it was not many weeks ago that Tom had returned to his home during his vacation time and had come back to work merely to find himself in the same unsettled frame of mind. Miss Franz agreed with the position taken by Chloe.

Powers Hapgood said that there was no comparison to the case of going home on vacation and that of going back there with the intention of settling down with his family again. Powers said that if Tom was taken back with us he would be like a new man and that there would be a considerable change in his mental outlook. Powers was so strongly convinced of this that he desired to have Council consider taking Tom back and said he would be willing to place the amount of money due him under the deferred payments as a bond to be collectible by the company if Tom failed to make good after reinstatement in a period of three or four months.

Mildred Whicker said that she believed it was a group responsibility to reinstate Tom if he was brought back and it was not up to Powers to place a bond for his good behavior if he was taken back.

Howard Herner said he thought it was all wrong to consider this in the way Powers had asked Council to. Howard said Tom had failed in his performance with the group and it was a moral issue and not a financial one which was under consideration.

Miss Franz made a statement against a wager on this matter and said that it was against our principles to discuss matters of personnel, or any other matter, in the light of wagers.

Arlie Myers was opposed to accepting Powers' wager and stated that it was a mighty poor way to present a "sympathy gag" as he termed it and that Powers ought to know that the group would not collect from him if Tom did fail. Arlie mentioned another case when Powers had undertaken to make it possible for another family to be affiliated with the Columbia and which had resulted in the company having to provide work for various members of the family even when it was not practical for us to do so, in order to liquidate a loan made to the family by the Credit Union.

John Brophy said he thought Tom's conduct during his employment here, and especially when he had decided to return to Galitzen, was quite irrational and was a case that needed a drastic cure which probably has been effected by his resignation and subsequent desire to return.

John stated that there might be a difference of opinion about the value of Tom's work and his past performance record which has been mentioned, but he thought Tom has gained by his recent experience and if returned would become a worthy member of the group. For this reason he was in favor of reinstating Tom as a salaried member of the group.

Howard Herner wanted to know why John and Powers and Ethlyn were so sure that Tom would change over night from a dissatisfied individual to one of considerable worth to the company. Powers mentioned an experience of his own when he left the employment of the Rocky Mountain Fuel Company several years ago to return to union activities in the mine field at which time he had experienced much the same reaction, very shortly after his decision, as Tom had done. Powers stated that he would, at that time, have given almost anything to be able to return to the Rocky Mountain Fuel Company and that if he had done so he probably would have been much happier and would have been content to stay with that company.

There was general discussion back and forth amongst various members of Council and some discussion as to whether or not Tom was an outsider at this time. It was stated quite clearly that Tom had resigned, and had taken all the money which was due him, had collected all his deferred payments which were payable at that time, and had been away from the company for two weeks which was a clear severance of relations with the company even though during that period Council had no opportunity to act formally on his resignation which he had presented for Council's consideration.

Mary Lipferd gave her version of the case under discussion and said that Tom had come to us in the first instance asking for a job and had returned to Galitzen at once because he was not satisfied with the conditions of employment being offered to him and that he had refused to stay in town even one day or long enough to have his case discussed. Later he had been brought back a second time and the company had paid his expenses, together with those of his family, when they moved from Galitzen to Indianapolis, and that certain things had been expected from Tom by reason of the recommendation given us by Powers Hapgood. In the intervening three years these expectations had not been realized and, though she had no personal ill will at all toward Tom, she had been very much disappointed by the whole result. Now she was of the opinion that he had definitely severed his connection with the company and that it would not be wise to reinstate him with the group, much as some people would like to have that done because of sympathy for his family.

Jack Evans gave his recollection of the history of this case and said that he had been oposed to Tom's coming in the first place, and had disagreed with Powers Hapgood about his coming at that time

and had not changed his mind since then. Since Tom had been with us he had come to the conclusion, reluctantly, that Tom has no inherent value in himself for the Columbia group. However, Tom has been a member of the Columbia family for the past three years and for that reason we have some connection with his family and some responsibility towards them, which must be given consideration by the group. Jack said that he felt a great sympathy for Tom's family but not for Tom himself, and that his position, which he admitted was more or less a weak one, was that we should reinstate Tom with us on account of his wife and children. Jack added, however, that we would be very unwise to expect Tom to be a new man by reason of his recent experience because that was not likely to prove to be the case.

Cornell Hewson said he agreed with Jack and that, while he had an open mind with regard to the whole question, he did recognize a group responsibility towards Tom's family and for that reason he was in favor of having Tom reinstated.

Ethlyn Christensen stated that she had no belief that there would be any miraculous transformation in Tom but that she was interested in Tom as an individual though she agreed with Jack about his family and thought they should have consideration. Ethlyn wanted Tom reinstated to see what effect this would have on Tom's own happiness and effectiveness.

George Gregory said he had no faith that Tom would be any better member of the group in ten years than he is right now because it was his opinion that Tom lacked the grit to be a worthwhile member of the Columbia group. For this reason George was opposed to the reinstatement of Tom with us.

It was moved by Powers Hapgood and seconded by Cornell Hewson that we do not accept Tom's resignation.

Miss Franz, Arlie Myers, Chloe MeHarry, Howard Herner, and several others spoke in opposition to recognition of this motion, because of the fact that Tom was already off our payroll and the motion, for that reason, was out of order. There was considerable confusion in the discussion due to the procedure which had been used in presenting the case in the first place. Criticism was offered of the chairman for allowing this case to be presented first and for allowing Tom to speak for his own case before the resignation was considered. Inasmuch as there was a tangled state of affairs, it was agreed that the motion should be allowed to stand and be voted on to decide the issue, and the chairman declared the motion in order. A special ballot vote was called for which meant that only those persons who were members of Council in good standing and had been members for a year or more could vote. A definition of these terms meant that only those salaried persons who had attended 75 per cent. or more of the Council meetings during the past year were entitled to vote on the question. When the ballots were counted the vote stood as follows: 24 in favor of the motion, 32 opposed, and 1 undecided.

Arlie Myers said that he was unwilling to accept the vote as final if those who were in favor of the motion could explain a good reason why the vote should not be accepted. There was no further discussion about this and it was moved by Kenneth Lucas and seconded by Elmer Burckhart to accept the vote as final. This motion taken to a vote showed all in favor of it except eight. This was declared carried.

The next item on the agenda was the notification of the resignation of Beulah McMehan Moffett presented by Miss Franz. Beulah had resigned effective September 25th, because of home duties and it was moved by Miss Franz and seconded by Chloe MeHarry that we accept Beulah's resignation with regret. Taken to a vote the motion was carried unopposed.

The next item on the agenda was the notification of the resignation of Emma Bailey which was given to Council by Chloe MeHarry. Mrs. Bailey had decided to resign effective October 2nd and move with her husband to a small country town near Indianapolis where she thought she might be able to take better care of her husband who is in very poor health. It was moved by Chloe MeHarry and seconded by Elmer Burckhart to accept Mrs. Bailey's resignation. The motion was carried unanimously.

Powers Hapgood stated that Tom McCloskey had asked for the privilege of saying a few words to Council, and the chairman granted Tom the floor. Tom said he merely wished to say goodbye to the group and that he was leaving without any hard feelings towards anyone. He presented the group with his best wishes and withdrew from the room. The chairman accepted Tom's remarks and wished him goodbye in return for the group and stated that there was no hard feelings amongst the group towards Tom either.

The next subject on the agenda was the discussion about payment of the two-

fifths of the deferred salaries which had been accumulated in our reserve fund to those people who left our employment. After some discussion it was moved by John Brophy and seconded by Chloe MeHarry that we grant anyone leaving our employ all of his deferred salary payments at the time of leaving if he desired it. Taken to a vote this motion was carried unanimously.

Jack Evans next presented a request for a leave of absence for Goldie Sheets who wanted a leave of absence for four months beginning the first of November so that she might visit with her family who live away from Indianapolis and in this manner take a rest which she thought was necessary for the good of her general health. She wished this leave of absence to be without pay. It was moved by Kenneth Lucas that we grant the request of Goldie Sheets for a leave of absence without pay, but that she be subject to a medical examination before she is reinstated with the group at the close of the four months. This motion was not seconded and there was general discussion of the advisability of retaining the clause about the medical examination. Dr. Burckhardt said that he agreed with Ken that it would be just to Goldie or anyone in like position, and just to the group after having been gone from the group for four months away from the protection and supervision of our Medical Department, to have such an examination made before she was reinstated. She was leaving for this period in perfectly good general health and ought to return in about the same condition. Jack Evans, Cornell Hewson, Chloe MeHarry, Howard Herner, John Brophy and several others said they could see no reason why we should insert this clause for this particular case and would prefer not to have this inserted in the motion. Arlie Myers moved and Miss Franz seconded the motion that we grant Goldie Sheets her request for four months' leave of absence without pay beginning November 2nd. Taken to a vote this motion was carried unopposed.

Dr. Burckhardt made the suggestion that we refer the general question of a reexamination of persons who have been away from our group on a leave of absence before their reinstatement in the group, to the Health Committee, that body to bring in a recommendation for Council's consideration at an early date. Council agreed to this suggestion and it will be referred to the Health Committee as the doctor proposed.

The next matter on the agenda was a report from the Agenda Committee in regard to the wording of the motion to cover the appointment and duties of a new Personnel Committee.

"Moved and seconded that we appoint a committee of five to consider and act upon problems of discipline which arise during the course of the days' work and which are referred to this committee by anyone who feels that such a course should be adopted. This committee is authorized to take any disciplinary action it thinks wise in the interests of the group and any action of a punitive nature it might take must be referred to Council at the first opportunity after such action is taken for consideration and final decision. We believe that the majority of the members of this committee should be persons engaged directly in production."

John Brophy asked what was meant by the term "engaged in production" in order to get the personnel of the committee more clearly in mind. Arlie Myers explained that the term meant leaders in production or those persons directly responsible for production. Several persons spoke about this matter and were somewhat opposed to having the committee composed entirely of leaders wishing to have some representation of rank and file as well as leaders in order to insure democratic procedure. It was agreed that the majority of these committee members should be chosen from responsible persons engaged in actual handling of things in a productive manner. After general discussion it was moved by Arlie Myers and seconded by Chloe MeHarry that the motion submitted by the Agenda Committee be accepted. John Brophy stated that he was opposed to too narrow an interpretation of "leaders" or "responsible persons" but that he was in favor of the motion.

Kenneth Lucas asked about the reason for confining the activities of the committee to cases which occurred "during the day's work" as stated in the motion and it was explained that this particular committee was meant to deal with problems occurring during actual working hours and that other problems might be handled, as before, through other channels. After general discussion the motion was taken to a vote and carried unopposed. It was moved by Miss Franz and seconded by Arlie Myers that we have this committee appointed by the Committee on Committees. Jack Evans mentioned that Laurence Roberts had been opposed to the appointment of this committee in this manner having desired to have the appointments made in Council. There was no one else who favored

this method of procedure and the motion was taken to a vote and was carried unopposed.

The next item on the agenda was a brief report from the Health Committee submitted by Howard Herner who stated that he had presented his resignation to the Health Committee both as a member of the committee and as chairman of it. The Health Committee had accepted his resignation as chairman but refused to accept his resignation from the committee. Kenneth Lucas had been appointed chairman of this committee and all cases needing attention in the health committee should be referred to Ken Lucas hereafter, rather than to Howard Herner, as chairman.

Jack Evans made a brief report from the Cauldron Committee stating that Ethlyn Christensen had been appointed as editor for the Cauldron to succeed himself because of the fact that he had held this position for some time and was now away from the plant a good deal and found it inconvenient to carry on the work of editorship effectively. Council accepted this report by consent.

Kenneth Lucas made a brief report about the Community Fund meeting which had been held during the noon hour on Thursday, October 22nd. Ken stated that a few persons had voluntarily contributed to the fund following the speech. It was thought wise, however, to ask the permission of Council to solicit subscriptions from the balance of the group by asking each individual whether or not he intended to give anything for the Community Fund this year. John Brophy had volunteered his services to assist Ken in this solicitation. Council agreed that this course might be followed and Ken and John announced their intention to solicit the group during the coming week.

The meeting stood adjourned at 9:35 P. M.

Those who participated in the discussion were as follows: Tom McCloskey, Powers Hapgood, Arlie Myers, Ethlyn Christensen, Ken Lucas, Dr. Burckhardt, Chloe MeHarry, C. E. Franz, Howard Herner, Mildred Whicker, John Brophy, Mary Lipferd, Jack Evans, Cornell Hewson, George Gregory, and Frank Baldwin.

Regular C. C. Meeting
Friday, October 30, 1931
7:00 P. M.

C. W. Knapp, Chairman.
Attendance 38 men, 20 women.
Visitors: Mrs. Mabel Knapp, Mrs. Marion Evans, Mrs. John Barron, Mrs. Mary Stader, Dr. and Mrs. Alpha Hunter Kenna.

The minutes of the previous meeting were summarized by the secretary and a review of the decisions of that meeting were given which were approved by Council.

The first matter on the agenda was a question of whether or not Council minutes should be read in full or whether we should give a summary of Council decisions and place the full minutes on the bulletin board, later to be published in the Cauldron. It was suggested that we might summarize Council minutes in the meeting but have the full minutes approved by a small committee. This suggestion was made in the interest of saving time during the Council meeting.

Arlie Myers had asked that this matter be placed upon the agenda but stated that he had no method to suggest other than to have Council consider the appointment of a small committee to approve the minutes.

Jack Evans said he was in favor of a small group approving the minutes, and of following the method of giving a digest of the decisions arrived at to the Council in lieu of reading the entire minutes.

Billy Hines asked about the continuance of posting the minutes in full on the bulletin board and said that most of our people read the full minutes in the Cauldron.

Mary Lipferd was of the opinion that Council minutes should be approved either by Council or by a small committee before they were printed in the Cauldron.

John Brophy asked what the objection was to reading the full minutes in Council meeting as we have in the past and wanted to know whether it was merely a matter of time which was consumed or whether there was some objection to the form of the minutes.

Arlie said his only reason for suggesting a committee to review and approve Council minutes was to save time in Council meeting, and that he had no fault to find with the form of the minutes. Jack Evans agreed with Arlie and said that there might be a value in having a summary of the minutes given to Council but that full minutes should be continued for publication and for reference.

Bert Hines mentioned the point of visitors to our Council meeting not having as good a chance to understand our previous decisions if only a summary of decisions reached in a former Council meeting were given instead of having the full minutes read. Walter Mullen was opposed to discontinuance of reading the Council minutes and was of the opinion that the time was well spent which was consumed in the reading of the minutes, because it gave a review of past decisions to Council members and refreshed their memories as to what had happened in the meeting.

Cornell Hewson said he was in favor of a small committee to review Council minutes and approve them, and of the idea of having only a summary given to Council. George Gregory asked the secretary of Council about the difficulty of reading of the minutes. The secretary replied by summarizing the various ways in which the matter might be handled and stated that perhaps there might be some criticism of the form in which the minutes were being written now. The most recent decision of Council about the writing of the minutes has been to the effect that all persons who participated in the Council should be mentioned and that most of the discussion should be included in the minutes. This form of recording proceedings of Council made the minutes quite lengthy but took away some of the possible criticism of the secretary for presenting a prejudiced point of view which might be more apparent if a more general summary of decisions were given of the discussions entertained in Council.

There was general consent that the present form of Council minutes should be continued but it was moved by Jack Evans and seconded by Cornell Hewson that a committee of three people be appointed to review and approve or disapprove of Council minutes in lieu of Council and that only a digest of decisions reached should be read in the Council meeting. Taken to a vote the motion was carried with all in favor except one. The chairman asked who should appoint this committee and it was agreed that the Committee on Committees should make the appointment and bring in its recommendation to Council.

It was mentioned, in this connection, that all cases of committee appointments should be referred to the Committee on Committees unless Council preferred to handle the matter directly, and there was no need to ask how the appointment was to be made unless someone asked for Council appointment.

The next subject on the agenda was a presentation by Chloe MeHarry of a request for a leave of absence without pay for Blanche Forrester for the week of November 3rd until November 10th. Blanche wished this leave of absence in order to attend a meeting of a National Industrial Council of the Y. W. C. A. to be held in New York City during that time and to which she had been appointed representative from the Central Region. Chloe recommended that Council grant Blanche's request provided our doctor O. K.'s the trip and this latter precaution would require the doctor's examination before she went on account of the difficulty Blanche had had recently with her foot and leg. It was moved by Miss Franz and seconded by Maude Malcolm that we grant Blanche Forrester's request for a leave of absence without pay for the week of November 3rd to November 10th in order to attend the Y. W. C. A. National Industrial Council meeting in New York City. Taken to a vote the motion was carried unopposed.

Arlie Myers asked what plans there were at the present moment for work in New York State for girls doing demonstration work, and the answer was that there was no further word from that district at this time and no definite commitment has been made.

The next subject on the agenda was the amount of surplus time which we will have on our hands soon over and above production needs. Bert Hines gave a resume of the present situation and stated that our personnel was large enough at this time to carry a production of from 6500 to 7000 cases per week and the present outlook was that about 3000 to 3500 cases per week would be all that we would be producing beginning next week. If this schedule is maintained there will be from 30 to 35 extra people on the payroll and that amount of surplus time available. There are still some turnips to be handled and some farm work needing to be done, such as shucking corn, but most of the changes in machinery and equipment from tomato season activity back to non-tomato products has been finished. Following the coming week we will have to find some other use for the surplus time which we will have available.

Jack Evans asked if we had an idea about the possible number of excess man hours we would have, to which Bert replied that he could not tell exactly.

Kenneth Lucas asked about the sales outlook at this time and Leo Tearney replied that circular letters had been sent out to the trade in the private label field during the past week but it was too early to tell possible results from that though it was hoped that it would stimulate business quite a little bit.

Billy Hines said it was necessary for all of us to give serious study to the

situation because our case cost was increasing as our production decreased and we should all consider what was the best use which could be made of the surplus time that we will have available. We should use this time in as constructive a manner as possible and building repairs and improvements, plus farm work, was all that could be hoped for now, and not a great deal of that was available. He stated further that it was important that we save all that we can in utilities and supplies.

Cornell Hewson said he thought this would be a good time to consider the possibility of going to an 8-hour day schedule rather than the nine hour day, 45 hour week, if we have surplus time available. He was of the opinion that the extra hour per day could be utilized profitably by the group in various activities outside the Columbia.

Arlie Myers added to Billy Hines remarks about saving on the utilities and said that if we cut our use on electricity between the hours of 4:30 and 6:30 P. M. to within 20 per cent. of the maximum load used by us during the tomato season, for the months of November and March, it was possible for us to save a total amount of $227.00 per year which would be pro-rated monthly. Arlie said that it would mean a very close saving of all power and lights during those hours if we kept within that minimum.

The discussion then reverted to the possibility, or advisability, of going to an 8-hour day basis. Jack Evans said he was of the opinion that it would be worth our while to give this matter very serious consideration at this time because we are in a good position to give an 8-hour day a good test and that our education program might be benefited if our working hours might be reduced. We would know more definitely, too, whether our production could be handled more efficiently in less time than if we continued on a 9-hour schedule, with perhaps considerable slack during the day.

John Brophy agreed with Jack's position about use of surplus time and was of the opinion that we might learn a good deal from a test of an 8-hour day schedule.

Billy Hines said he agreed with the 8-hour day schedule if production would allow for it, because he didn't believe in "stringing out work" just to make it last but said there would have to be an exception made on farm work as it was not practical to work an 8-hour day on the farm.

Arlie Myers asked about the possibility of getting one job in particular done, now that we have time available. This was the widening of the driveway through the company's property. Arlie was of the opinion that the present drive should be widened at least six or eight feet because it is too narrow for two cars to pass and may cause accidents. Miss Franz agreed with Arlie about the need for widening the driveway and mentioned several experiences of cars going into the shallow ditch at the side of the drive in slippery weather last winter. Miss Franz also mentioned the need for some assistance in the office with clerical work because of present rush of work there. She said it had been necessary during the past week for the girls in the office to work several evenings and that this would probably continue for a while because of the shortage of one girl which the resignation of Beulah Moffett caused plus the fact that several of the girls have yet to finish their vacations for this year. Then, too there was an unusual amount of correspondence to take care of at this time, all of which indicates that some adjustment would have to be made if the office was to share in an 8-hour day schedule.

Ethlyn Christensen said that probably there would be need for adjustment to meet changes in various departments and that these details might possibly be worked out satisfactorily after study.

Several others spoke about the advisability of widening the driveway and Billy Hines repeated that it was necessary for all of us to think about the various jobs that might be done profitably and asked for suggestions to be submitted.

Jack Evans then asked Bert Hines his opinion about the possibility of going on an 8-hour day schedule and Bert replied that he was not in agreement with an 8-hour day at this time. He said there was considerable education work necessary for our group as yet and that we could use excess time in this manner to good advantage. Bert also said that we were not efficient enough in production and that we could learn to be more efficient than we were now. When that time came when we utilized all of our time as profitably as we could at the plant it might be possible to go to an 8-hour day rather than a 9-hour day basis and still produce as much goods as we do now in the nine hours.

Jack Evans mentioned the experiment of the Kellogg Company changing from an 8-hour day to a 6-hour day and putting on an extra shift in order to relieve the general unemployment situation and said that company has found the new arrangement very beneficial. Ethlyn Christensen said that we might learn efficiency better if we did work an 8-hour day rather than a 9-hour day and just puttered around the extra hour. Bert was asked if he meant by his statements about education to have another program similar to that which was carried out last year, to which Bert replied yes. John Brophy said he agreed with Bert that there was a need for education but that this could be included in our general consideration of an 8-hour day and that the 8-hour day in itself might be educational for us.

Arlie Myers asked about the possibility of having a close investigation of conditions made by a committee with a further report to Council and then further consideration of the problems involved.

Edna Pavey suggested that we might have Council meetings in the daytime and use part of our surplus time in that way. She was of the opinion that if we could have daytime council meetings we might reduce our light bill and also save in the dining room because it would eliminate the necessity of having council suppers on Friday evening.

After further general discussion it was moved by Cornell Hewson and seconded by Mildred Whicker that the matter of a study of the use of surplus time, reviewing suggestions made in the council meeting and investigation of other possibilities, be referred to the education committee and that Billy Hines be asked to serve with the committee for the purpose of this investigation. The committee is to bring back a report to council for consideration as soon as possible. Taken to a vote this motion was carried with one opposed.

The next item on the agenda was a report from the committee on committees submitted by Basil Covert, Chairman. Basil reported that the committee had considered the appointment of a committee of five members for service on the Personnel Committee as instructed by council at the last meeting. After a discussion of some two and a half hours the committee appointed the following members and recommended to council that they be accepted for service on the Personnel Committee. Albert Hines, Walter Mullen, Chloe MeHarry, Arlie Myers, C. E. Franz, with Jack Evans as an ex-officio member. This recommendation was submitted by the committee on committees with a vote in that body of 5 to 2 in favor of the recommendation.

Ethlyn Christensen presented a minority report for the two members that voted in opposition to the recommendation and stated that these two were opposed to the committee appointment because of the fact that leaders only have been included and the minority members wished a representation on the committee of some rank and file members. Ethlyn also asked about the duties of alternate members on committees.

Dorothea Nord Holt stated that there were two duties for alternate members in the mind of council; one—that they be in training for service as regular members and in this manner acquire education of general committee procedure, and two—to serve in the place of absent regular members. It was a matter of committee opinion as to whether or not alternates should be asked into the meeting for the purpose of education when all the regular members were available. There was some discussion about this interpretation and several people were of the opinion that it was a correct summary of council's intentions while others were of the opinion that alternates were supposed to serve on a committee only in the event of the absence of a regular member.

Basil Covert reminded council that at least a majority of the committee of committee members was in favor of the recommendation which had been submitted to council. John Roney asked about the official vote of the committee on this recommendation and wanted to know whether regular members only were counted. It was explained that the two alternate members of the committee on committees had been in attendance at the meeting and had voted on the recommendation.

Without their vote the recommendation submitted to council would have been 3 to 2 in favor of the recommendation, which was still a majority.

Discussion then centered on the recommendation of the committee and Jack Evans said he thought leaders should be in the majority in membership on this Personnel Committee but he believed it advisable to have one or two rank and file members for the self protection of the leaders against possible criticism of a prejudiced viewpoint in actions the committee might take.

Billy Hines said it was his recollection that leaders were mentioned in the original discussion at the special meeting which had been held and it was the clear intention of that meeting to have leaders only in membership on this committee. He wanted to know why there was such opposition to leaders on this committee and was of the opinion that we should give such leaders a chance to perform as council had outlined their

duties in this particular instance.

Jack Evans explained his reasons further by citing the recent disturbance around the Gilley case and was of the opinion that if there were rank and file workers as well as leaders concerned with reaching a decision for action similar to that taken in the Gilley case there would be much less chance of criticism of leaders and more chance of having the decisions favorably considered by council. Billy Hines emphasized his belief that technicians were just as socially minded in our group as rank and file members and because of the kind of responsibility which they carried they should have a chance to function under such a committee as the Personnel committee was intended to be. Bert Hines said he thought we should quit talking so much about "rank and file" and "leaders" because we had only one group of people and that everyone was concerned in that one classification. His interpretation of leaders, as we have them in our group, was merely that of technicians performing a special kind of service. Ethlyn Christensen said that was her point exactly and that she was interested in securing unity and not division in the group.

Arlie Myers said it was the intention of the original group, discussing this problem in a special meeting, to have "hard-boiled leaders" appointed for service on this particular committee. Milburn Forth disagreed with Arlie's interpretation of the intention of that special meeting. Cornell Hewson agreed with the minority report and said that there were two interpretations of leadership generally; one, was of the kind which was given, and exercised, authority, which was the most commonly accepted interpretation; and two—the kind of leadership that will build followers. He believed it was our intention in the Columbia to secure leaders who would build followers and that it was necessary to have both leaders and followers on this Personnel Committee under discussion.

Mildred Whicker agreed with the minority report because she considered it a matter of education for some of the rank and file members to be given a chance to serve on this committee.

Basil Covert reminded council again that the majority recommendation of the committee was submitted after a careful review of the entire force of employees and a long discussion in the committee itself.

John Brophhy said that Council was interested in material results and that he was of the opinion that it was necessary to have a joint representation in order to secure the best results from this committee and believed that rank and file members together with leaders would be a more satisfactory arrangement in the long run. Arlie Myers asked why we could not vote on the committee recommendation. John Brophy was concerned about a possible misunderstanding in the committee on committees of council's instruction about the appointment. A review of the minutes of the previous meeting was given in order to clear up council's intention in the matter. Mary Lipferd said that the Personnel Committee under discussion would serve in emergency actions only any way and had no final authority because all of its decisions and actions were subject to review by council. For this reason it would not matter materially whether its membership was composed entirely of leaders or not.

It was moved by Kenneth Smith and seconded by John Roney that the recommendation of the committee on committees in its appointment of members for the Personnel Committee be accepted.

Ethlyn Christensen emphasized the importance of all committee function and disagreed with Mary Lipferd in stating that it was immaterial what members were on this particular committee.

George Gregory said that for the benefit of the leaders involved, there should be representation of rank and file members on the committee in order to remove suspicion which might possibly be in the minds of some members of the group against action which might be taken by a group of leaders. Kenneth Smith thought committee membership should be made up of the best possible prospects we have, whomever they might be, because he was interested in security for each member of the group in an economic sense, and that only by securing the best persons to serve on our committees, or in any capacity, would we be apt to maintain our economic security as a group.

Bert Hines was of the opinion that there was entirely too much emphasis placed on "leaders." He said that though they were given certain responsibilities, they were not given proper support in carrying out those responsibilities. He suggested a change of leaders more often to give the rank and file members a chance at various leadership jobs if the idea of the group was to share these responsibilities more generally. Perhaps through this method we might achieve a better understanding of what a leadership job really consisted.

John Brophy said that he intended no reflection in his remarks on present leaders, but he believed that it was a common burden of the entire group to share the responsibility for necessary discipline.

Mary Lipferd asked that the subject of more frequent change of leaders be placed on the Council agenda for consideration at a later date, because she thought it was an important subject for us to discuss.

General discussion about the whole problem was indulged in and many of the same points were made by several who repeated remarks which had been made before. Ken Smith stated that in his opinion, Council had not proved itself capable of handling certain responsibilities and that it was our duty therefore to pick the best available persons for committee service to handle responsible duties which Council did not discharge effectively. In his opinion the Personnel Committee under discussion was created because of the failure of Council to handle certain situations as well as it should, and that if we failed to pick the best persons available for service on this committee, merely to include a more "democratic" representation, we would simply be "playing politics," and he was not in sympathy with such a procedure. Chloe MeHarry said that she wanted her name withdrawn from the recommendation of the committee for service on the Personnel Committee because, after the discussion of the evening, she did not care to serve.

Miss Franz objected to the term "high power" which was so frequently applied in general discussion on the floor of the factory towards those persons who carried leadership responsibilities and said she was of the opinion that there was becoming more and more evident a factional situation within the group which was contrary to the best interest of the entire organization. She agreed with Chloe MeHarry about the difficulty of serving on such a committee after discussion such as had been entertained in the Council meeting, and withdrew her name from the recommendation, for the same reason which Chloe had voiced.

Ethlyn Christensen said that this was not a matter of individualities at all and that she was sorry there was this interpretation placed on the discussion. Her own interest was merely to get a more general representation on the committee for the very purpose of preserving group unity.

Billy Hines then gave a personal interpretation of what he considered admission of opinion which had become more and more apparent in the group. He said that there was a group of what was known as "old-timers" who did carry responsibilities as technicians, but whom a newer group of people considered as having a lack of formal education. Then there was another group which he termed as the "education group" which tended to clique together and rather ignored the former group except when matters of technical ability required the services and advice of the so-called "old-timers." This whole situation made for a rather uncomfortable situation and Billy mentioned the fact that frequently introduction of visitors was made only to this selected group, as a case in point. He was sorry that this situation had developed and believed that we would have to do something to break down these cliques within the organization. Miss Franz said she agreed with Billy in his statement and she knew that part of the general difficulty could be attributed to the tendency toward this factional difference.

Because the discussion in the meeting had become rather personal and heated, it was moved by Arlie Myers and seconded by Cornell Hewson to table the motion under discussion until the next meeting. This motion was carried unanimously.

Basil Covert then reported another recommendation of the Committee on Committees to the effect that Ethlyn Christensen be added to THE CAULDRON committee. He stated that Council had already passed upon the recommendation of THE CAULDRON Committee to have Ethlyn serve as editor of THE CAULDRON, and it would be necessary for Ethlyn to be a member of THE CAULDRON Committee officially. It was moved by Kenneth Lucas and seconded by Jack Evans that this recommendation be accepted. The motion was carried unanimously.

Lucille Burkhart, secretary of the Needs Committee, next presented a report for that committee on the case of Davis Milner as follows: The Needs Committee met to discuss the case of Davis Milner. A budget was presented by him to the committee which shows that he is skimping to live on the 80 per cent. of his pension wage of $22.00 or $17.60. His actual expenses for rent, groceries, lights, credit union, insurance and milk was $17.26. This left nothing for clothing, coal or any recreation. During the time that the employees were on 50 per cent. deferrment, Dave incurred a $63.00 grocery bill which he has been unable to pay off on the present salary.

After discussing the case it was moved and seconded that we recommend to Council that Dave Milner be paid 80 per cent. of his former salary of $35.00 per week or $28.00 so long as the doctor permits him to work nine hours per day. It was also moved that the recommendation, if accepted, be effective as of today, October 30, 1931.

It was moved by Mary Lipferd and seconded by Basil Covert that we accept the recommendation of the Needs Committee with respect to the case of Davis Milner. Taken to a vote the motion was carried unanimously.

Jack Evans then gave a general report on the work which had been done during the past week by our salesmen with the Regal stores in Indianapolis in installing Columbia goods with them under our Columbia label. Jack said that the work had been given a good start-off with the dinner which had been held at the plant on October 22. He said it would be helpful if Columbia people and their friends would go to Regal stores and ask for our goods under Columbia label. This would encourage the Regal store owners in the belief that our goods were in demand. Jack said that demonstrators were to be used in some stores and that arrangement had been made during the past week for some of this work. In addition to this, house-to-house canvassing was to be done by us, using some of our surplus time in this manner. Then, too, there was to be a window display of our goods in one of the stores, to be made for the store owner by Arlie Myers. Miss Franz mentioned the fact that we should discourage the sale, by our employees to their friends, of our goods which we get through our company grocery store, and that we should suggest to our friends that they buy our goods at Regal stores in the regular manner.

Arlie Myers made a brief announcement about the Hallowe'en party which was to be held at the plant on Saturday evening, October 31, and invited everyone to attend and forget the heated discussion of the evening and all the various troubles which confront everyone in having a good time.

Kenneth Lucas gave a brief report about the Community Fund subscriptions which had been received during the past week, and stated that at the present time $182.00 had been pledged, with a few more solicitations to be made to salesmen who were away from the plant. This was a very much greater response to the Community Fund contribution by our group than had been made last year and was very encouraging to the committee.

The chairman announced that at the next regular Council meeting on Friday, November 6, a general report on the financial condition of the company would be given, which would include the first four months of the present fiscal year. He asked that everyone come prepared to give serious consideration to this report when it was presented.

The meeting stood adjourned at 9:30 p. m.

Those who participated in the discussion of the meeting were as follows: Arlie Myers, Billy Hines, Jack Evans, Mary Lipferd, John Brophy, Bert Hines, Walter Mullen, Cornell Hewson, Milburn Forth, Marion Evans, George Gregory, Ethlyn Christensen, Chloe MeHarry, C. E. Franz, Maude Malcolm, Kenneth Lucas, Leo Tearney, Basil Covert, Opal Hassenzahl, John Roney, Mildred Whicker, Edna Pavey, Kenneth Smith and Dorothea Nord Holt.

HUMOR

Ever stop to consider why nature gave you two ears, two eyes and only one tongue?

Plex: "Say, boy, I've got a girl that's only been kissed by two parties."

Duplex: "Yeah, I know them kind—by the Republicans and Democrats."

"A funny thing happened to my mother in Berlin."

"I thought you said you were born in London."

Tourist (at a country hotel): "Can my wife and I have a room with a shower?"

Proprietor: "Waal, I can give you a room that leaks, but I'm ding busted if I can guarantee rain."

Forgive the faults of your friends, but not of yourself.

"Is your wife having any success in learning to drive the car?"

"Well, the road is beginning to turn when she does."—*Toronto Goblin.*

"Clothes always give me a lot of confidence."

"Yes, you can go to a number of places with them where you could not go without them."

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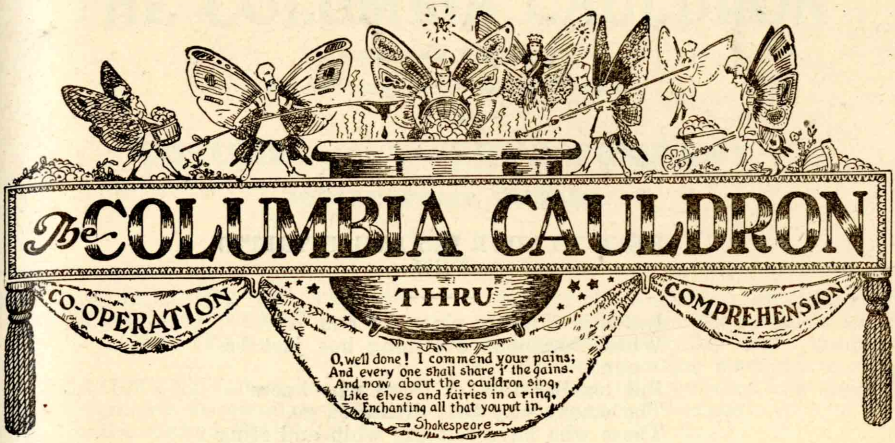
The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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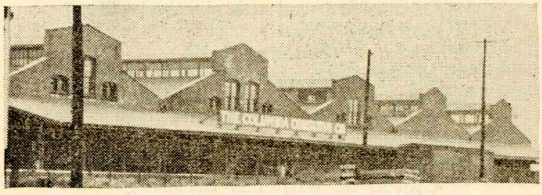

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KEEP TO YOUR DREAMS, INTREPID FEW

Earth is a lonely place for one
Whose luminous dreaming has just begun.
But lonelier far for those who know
The empty way that dreamers go.
Those who have felt the whip and sting
of weary-footed venturing,
And who have run their hands that dare
Into treacherous spears raised everywhere,
By masters arrogant and smug,
Who govern men with gun and thug.
Earth is a lonely place for one
Who feels the power of the sun
To vitalize the fragrant soil
And harness man's triumphant toil.
Keep to your dreams, intrepid few,
The world has bitter need of you.

—*Lucia Trent.*

Are poets those who write,
In verses mellow and restrained,
Of flowers and the silvered stars?
I can only write
That in a thousand jails
My brothers stare at iron bars.
How can I sing of snow-white clouds
And peaceful swallows' nests?
What song can fit these words:
A million babies
Clutch at withered breasts?
How can I prate
About the inevitable fate
Of those who sin?
Once I saw a striker's head smashed in.

—*Frank Rudnick.*

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75

THE RELATIONSHIP OF THE CO-OPERATIVE MOVEMENT TO POLITICS

A PERSISTENT fallacy has too long dominated co-operative thinking in the United States. It is the feeling that the co-operative movement should maintain an attitude of aloofness toward politics. This feeling has been based upon the following arguments: (1) That political activities in which the co-operative might engage would divert interest from co-operation and thus lessen its business success; (2) that political interests would cause controversy in the ranks of co-operators, splitting them between Democratic, Republican, Progressive, Socialist and Communist co-operators. Unity would be lacking; (3) that political activity would cause retalitation by the dominant, reactionary political parties in the form of higher taxation for co-operatives and adverse legislation of other types; (4) that political activities are contrary to the fundamental theory upon which the consumers' co-operative movement is based. This view maintains that the co-operative movement is essentially anarchist in character, aiming to substitute for the political state an encroaching authority which springs from organized groups of consumers; (5) that the European experience in co-operative circles is demonstrating beyond question the expediency of political neutrality. On this point it is held that where co-operatives have been thriving, political neutrality has been the rule.

Among the champions of these views, one must include Dr. J. P. Warbasse, president of the Co-operative League of the United States of America and a leading spokesman of consumers' co-operation. It is indeed not too much to say that the official position of the American movement has on the whole favored this attitude. When, two or three years ago, this issue was presented to the national convention of the co-operative movement, the position taken was clearly one of political neutrality. The Communist groups of the Northwest which were disposed to challenge the attitude of the co-operative neutrality were unable to gain sufficient voting strength to secure the adoption of a political expression by the Co-operative League.

II

It is the viewpoint of the writer that the American co-operative movement has been proceeding on false assumptions in the matter of political activities; that the current attitude is a result of superficial thinking concerning the nature of the problems facing co-operation. Furthermore, that the European experience points not toward a position of neutrality but rather toward one of direct and forceful political participation.

Let us consider the arguments which are offered for political neutrality. (1) *The business success argument.* It is held that business success of co-operatives will be endangered if the movement is split between the purpose of achieving balance sheet results and the purpose of registering victory at the polls. This argument calls into the foreground the essential question: Shall the co-operative movement or shall it not recognize the existence of a struggle of classes, in which all weapons, political and economic, should be marshaled. If one starts from the premise that workers as a group are faced by opponents who are in one capacity industrial and financial leaders and in another capacity dominating factors in the political community, should not the co-operative movement throw its resistance likewise on both fronts? A simple illustration will perhaps make the point clearer. If the Andrew Mellons and the John J. Raskobs are leaders of dominant parties and are at the same time spokesmen for giant industrial interests, is it desirable for the co-operative movement to strive for business success and to avoid the implication of seeking to upset the political control held by these groups? Surely if the co-operative movement seeks the formation of a new order of society, this new order cannot be attained by striving solely to unseat the dominant class

from economic power—it must instead be directed against all of the citadels.

(2) But, some will argue, we have in the co-operative movement only a small minority of workers who are sufficiently alert to realize that the two dominant parties are but part and parcel of the capitalist system. Faced with this fact, is it not more desirable to keep unity in co-operative ranks than to endanger the long-run success of the movement by premature political gestures? The answer is that unity is too frequently secured at the cost of progress. Viewing the last decade of co-operative history, apathy has been the most devastating enemy faced by co-operation. In many towns vigorous societies have died through the fact that the organization resembled in many aspects a ladies' afternoon knitting club. The members had limited objectives, such as running a small grocery store. Any issues of helping strikes, assisting labor parties in the area, and taking thoroughly class-conscious attitudes were ruled out as controversal. As a result many co-operatives have died of dry rot. An aggressive policy may dispel unity, but it will bring to the support of the movement many workers. And such a policy will in itself prove a stimulus toward the increasing of insurgency.

(3) Some co-operators have shared the feeling that retaliation by dominant political groups would take place if the co-operative movement were to adopt a political platform. This attitude is refuted by the facts of political history. No group, political or economic, gains strength by proclamations of neutrality against an avowed opponent. That co-operation was deemed sufficiently innocuous to receive the indorsement of two recent Presidents of the United States reflects not to the credit of the movement, but rather to the fact that co-operation had failed sufficiently to reveal its true purpose. It is not too much to say that co-operation would gain considerably by developing a few enemies, especially those in reactionary circles who should logically be bitter opponents.

(4) Far more basic than these points is the argument that co-operative theory calls for a trend toward a "fading state." On this point, Dr. J. P. Warbasse has forcefully urged that the co-operative movement should not be satisfied until it has by expansion so grown that it will take over the ownership of public utilities, steel mills, coal mines, the post office—indeed of every economic service of the community. One does not care to disparage co-operative ambitions, but a reasoned view of the matter points to the necessity of a considerable measure of collectivism in the future social order. It is difficult, for example, to picture the co-operative ownership of a nation-wide giant power system, or of the post office. Might one rather draw the line, as the Webbs have done, holding the scope of public action to include large scale industry and the utilities while sponsoring the rise of co-operation in the distributive fields and in the light industries. Social development does not follow carefully and closely logical blueprints. It rather flows from the trend of economic institutions as they develop out of the existing setting. How much simpler and more effective it would be for nationalization of railways (with a provision for democratic management) to proceed by political action than to seek to build a structure from the co-operative base which would ultimately assume this function. The state, it is true, is compulsory, often arbitrary, and often inept. Nevertheless, the same can be said about any democratic development. But the state has the power for prompt action. It can, moreover, command the technical staff which, in most instances, will take over the specific operating responsibilities.

(5) Coming to the final, and perhaps the most fallacious argument of those who believe in political neutrality, one must consider the facts of the European experience. Only a most superficial observer could say that the European movement has taken an attitude of neutrality of political issues. In Britain, the homeland of the movement, co-operative strength has gone behind the labor party—indeed in some sections where the labor party has not been sufficiently aggressive, a co-operative party has been formed. In Germany co-operation has been a most active political force. In Austria the co-operative movement boasts of its accomplishments in union with the social-democratic party. To be sure the rise of the political interest of co-operators has brought splits. This is an inevitable concomitant. But these splits have served only to bring large and somewhat competing co-operatives to the fore. Austria, for example, has two or more large co-operative groups. Belgium and Finland likewise have developed dualism in the movement. *The significant feature is that co-operatives have developed.* The German membership in 1930 reached 3,010,000; the British movement (1929) 6,200,000. The German trade (adjusted for price changes) increased 10 per cent. in the last year while the British trade held surprisingly well.

The most spectacular rise of co-operation in the world has been that of Soviet Russia. In 1928 the co-operative movement in that country had enrolled 18,131,000 members. By 1931 this figure had risen to 55,308,000, an increase of more than 200 per cent.—61 per cent. of the total population had at the last date become enrolled in the co-operative movement. Co-operative trade in Russia advanced until, in 1930, the turnover totalled $7,815,000,000. The number of stores likewise advanced rapidly. From conservative officials of the Russian co-operative movement, one finds that they make little distinction betwen the aspirations of co-operation and those of socialism. Both are considered as movements reaching toward the one goal—a society in which the system of private profit is eliminated and in which the motive of social service is substituted.

III.

If, then, it appears that the American co-operative movement should press in the direction of political action taking its place among those movements co-operating toward the establishment of a new economic order the question arises as to the specific policy to be adopted. It is not the purpose of this article to set forth such a policy. For upon this point the co-operatives should have considerable discussion and, indeed, should move carefully in making their decision. It may be (and probably will be) that different societies will choose to back different political parties. But the loss from this lack of unity will be more than offset by the gain which is recorded in the vigor of the movement and the clearer recognization that one travels, not along a single road to freedom, but along a number of roads and that joint effort is required to attain that fundamental social reorganization which we desire.

COLSTON E. WARNE, *Director,*
The Co-operative League
Correspondence School.

No Reflection, Y'understand

A certain sergeant whose service dates back to the Philippine Insurrection was describing a reconnaisance trip which he took with his company.

"We sure traveled light," he declared. "We didn't have a doctor or even a bandage or a bottle of iodine."

"What did you do without a doctor when anyone got hurt or sick?" incautiously inquired his friend from the medical department.

"Oh, we just let 'em die a natural death," said the old-timer."

TWO REQUISITES FOR SUCCESS IN CO-OPERATION

THE spirit of kindly fellowship which often characterizes life-long business partnerships has been immortalized in literature. It is still observable in these days of impersonal business. The very difficulties of the competitive struggle seem to refine and sensitize many men to the point of tender consideration for a partner's interests and even feelings. Business seems to do for them what adversity not infrequently accomplishes in the marital relation for two genuine men and women.

Such a consumation should assuredly be the conscious goal of partners in a co-operative enterprise. Is not a co-operative's primary reason for being, its regard for personality and the greater opportunity which this form of industrial organization affords for individual expression and development? Then, anything which tends to obscure these objectives or in any way to militate against them is decidedly poor business in a co-operative, whatever may be said of them in autocratic business.

Our Bigger Problem

Hence, co-operators have a bigger problem than simply "learning how to run a business" as business goes. For them there is always grave danger of shipwreck when the technique of production, distribution and finance has been fairly well mastered. A crisis comes when technicians in the physical field overlook the necessity of a more delicate technique in the realm of human relations. Spirit and methods must of necessity be different if we are to have a true co-operative, yet, we have lived in and breathed the air of the autocratic system so long that only by conscious effort, under the leadership of technicians in human relations can we avoid some of the damage to human beings which is now too common in competitive industry.

Limitations of space make it advisable for me to deal with only two factors which I regard as fundamental. The first essential is that discipline of individual personality which makes possible agreeable living with others. For co-operators this involves more than for workers in an autocratic industry. For them it calls for all those qualities which characterize the relation of two refined, considerate gentlemen in a business partnership, or, to use an even more apt comparison, in the realm of spirit the best kind of co-operation requires the development and practice of those feelings and attitudes

which are common to a family at its best.

What of "Frankness?"

The acceptance of this principle enables us to evaluate the better the immediate reactions of one personality upon another. For example, much is being made in these days of the virtue of frankness. Only the other week I heard a wholesale grocer say of an associate, "He is frank to the point of being brutal." He meant to be complimentary. But he was commending a vice and not a virtue. Brutality or cruelty in any form is never good ethics and, therefore, can never be good business. Co-operators should be the first to recognize this and to frown on its use, because their future depends upon the development of the finest kind of family atmosphere in which the weakest, the most foolish, the most erring will feel free to express themselves without fear of either the withering sneer of a cynic or the leveling blast of bitter opposition.

Frankness is a virtue only when used by a disciplined soul sure that results will be healing, helpful, constructive. Few of us are big enough to use the virtue regularly. We too easily make it the means of "getting things off our chest" without regard to cost to the feelings of others. Boasting of it as a personal virtue is an almost infallible index that with the boaster it is not a virtue. Virtues are usually elusive. Those who possess them do not boast about them and those who boast about them do not have them.

Here the family is our lesson. Those of us who have had some little experience in helping to readjust domestic relations know how fatal is the attempt of young married couples to make "frankness" cover anything they want to say to their partners. I have personally known many who boasted that their husband or wife could say anything he or she might choose. "It doesn't hurt me," they say. I can only add that in my own observation there have been very few cases in which I had reason to believe that the declaration was actually true and in all those cases scars have grown to callouses. It is not different in a co-operative.

The Conference Method

If co-operatives employed chaplains with even a little skill in observing methods I doubt not that they would frequently adapt the text, "They have the form of Godliness but deny the power thereof." Autocratic industry tends to organize on aristocratic lines. The man "higher up" is superior. If he doesn't know it all it at least is not the business of "the man below" to try to tell him anything. The latter is to do or die but not to question why. Alas, organizing people into co-operatives does not always change their methods, or, what is more important, their attitudes; hence, it seems to me, every co-operative needs to consciously and persistently adapt, use and develop conference methods. This is necessary both to meet the needs of personalities and to increase business efficiency.

We Need the Wisdom of All

Let me here write with our own company specifically in mind. We seem to assume that the council meeting is the place where we may all say anything "for the good of the order." My brief experience convinces me that whatever the design, many important things are not being said there. On the floor of the factory I have heard suggestions of improvement in production which I believe to have vast potential merit. They are not brought up in council and I agree that the reasons given for their not being presented there are perfectly valid. Obviously, if we are to capitalize on the intelligence of our group we must develop a conference technique which will give opportunity for larger self expression from those who dream of better ways of doing things but who will not make it a matter of agenda in a council meeting.

Or, take this matter of discipline which seems to have so greatly agitated a few. It is amusing to hear some of my co-workers say—and say it as if they believed it—that there are those in the Columbia "who would never vote to release a man under any circumstances." While I do not believe that to be a statement of fact I think I know why it seems true to some. The root of the difficulty is that co-operators have not substituted co-operative conference methods in the matter of discipline for that dictation of bosses whose prerogitives, with us, are supposed to be described by the term of "leader."

I have space only to venture the prediction that we shall not escape such situations as have been common during the past year until we readjust our practices in the matter of discipline to conform with co-operative methods and ideals. That this will involve the emergence of a new group of technicians entitled to all the support and respect which technicians in the field of production have a right to expect seems to me to be perfectly obvious.

We have the folks, and it is my hope that this rather informal article may help Columbians to reflect sufficiently to avail themselves of the resources at hand.

A. A. HEIST.

ELIMINATE HIRED MEN IN INDUSTRY

"I HOPE the day may come when these great business organizations will truly belong to the men who are giving their lives and their efforts to them. I care not in what capacity. They will then use capital truly as a tool, and they will be all interested in working it to the highest economic advantage. Then an idle machine will mean to every man in the plant who sees it an unproductive charge against himself. Then we shall have zest in labor, *provided leadership be competent and the division fair.* Then we shall dispose once for all of the charge that in industry, organizations are autocratic, not democratic. Then we shall have all the opportunities for a cultural wage which the business can provide. Then, in a word, men will be free in co-operative undertaking, and subject only to the same limitations and changes as men in individual business. Then we shall have no hired men."

OWEN D. YOUNG.

CAN MANAGEMENT SAVE BUSINESS?

"AMERICAN business has shown an unprecedented capacity for harnessing nature, expanding communications and endlessly developing and applying practical arts. We are strong on analysis and productivity, but when it comes to a satisfying, happy consummation to a genuine *life synthesis*, our present collective economic breakdown is tragic evidence of our lack of intellectual co-operation and the striking need of industrial statesmanship.

"Past management, research, standards, controls, techniques are no longer adequate. The simple truth is that our business life, chiefly characterized by size, complexity and a rapidly increasing rate of acceleration, has got beyond control. Is it not time for business executives to *rethink* the *meaning* of management? According to Dean Donham, 'What we need is effective and rationally foresighted leadership, culminating in philosophically sound planning. We must have a philosophy, a plan and a method of thinking about the future. Without these, the influence of American business on civilization will be destructive.'

"The way out of our present economic impasse is primarily a problem of improving the *quality of business management.* A manager must first *be* somebody, have *something to give.* 'It is an axiom that personality precedes co-operation.' Management leadership in the individual company and in our collective economic life must be increasingly recognized as a major intellectual problem. In the complex organization of modern business, the intellectual adventure of analysis, of integrated thinking, of imaginative reconstruction by bringing to bear upon the problems of management the most constructive generalizations of biology, industrial psychology, humanized economics, a practical every-day ethics, must precede any successful reorganization and stabilized control. Business demands not only reorganization—it needs a new mental attitude; it needs literally a reorientation and regeneration. It must have a philosophy, a program of scientific research, a socialized conscience.

"The urgent need of industry is a *philosophy of business management*, the translation of our rich findings of research into basic policies and programs of organized control and co-operative conduct. In our present stage of chaos, the way to achieve planned economy and lasting reorganization is to concentrate attention on the vital issue of management. On this problem other minor issues converge."

H. C. METCALF,
Business Management Service.

Tough World

A little girl said to her mother: "Mama, if I grow up and get married, will I have a husband like father?"

"I don't know, dear. Very probably you will."

"And if I grow up and don't get married, will I be an old maid like Aunt Mary?"

"Perhaps," answered the mother.

The little girl thought it over for a moment. "Mother," she said, "it's a tough world for us women, ain't it?"—*Junior Safety Special.*

A lady motorist was driving along a country road when she spied a couple of repairmen climbing telegraph poles. "Fools!" she exclaimed to her companion. "They must think I've never driven a car before!"

QUESTIONS and ANSWERS

By the Man in the Street

"IF a farmer receives 38 cents a bushel for his wheat, what should a loaf of bread be worth?" If you don't like this country, why don't you go back where you came from?*

* * *

"If a gallon of whole milk is worth 10c what should a dish of ice cream be worth?" If you don't like this country why don't you go back where you came from?*

* * *

"If wool is worth 13c a pound and five pounds are required for a suit of clothes, what should be the price of an all-wool suit?" If you don't like this country why don't you go back where you came from?*

* * *

"If hides are worth 2½c a pound, what should a pair of shoes be worth?" If you don't like this country why don't you go back where you came from?*

* * *

"If all farmers raise enough hogs to eat all their grain, what will hogs be worth?" If you don't like this country why don't you go back where you came from?*

* * *

"If a man fails to produce enough to pay his taxes, why should he be penalized by increasing his tax 10 per cent. when he cannot pay the original amount?" If you don't like this country why don't you go back where you came from?*

* * *

"If our Big Men are really big men why have they created an economic system that transforms natural abundance into artificial famine?" If you don't like this country why don't you go back where you came from?*

* * *

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"What is your occupation?" asked the judge sternly.

"I haven't any," replied the man. "I just circulate around."

"Please note," said the judge, turning to the court clerk, "that this gentleman is retired from circulation for thirty days."

HUMOR

Are You Superstitious?

Little Girl (to mother): "Ma, I'm afraid baby will have seven years of hard luck. He's swallowed a piece of mirror." —*Life.*

"Ha," cried the doctor, on seeing his patient, "you're looking much better. Have you been following my instructions and eating only what a three-year-old child would eat?"

"Yes, doctor," was the sad reply. "I've eaten mud, coaldust, a button-hook and heaps of matches."

The track supervisor received the following note from one of his track foremen:

"I'm sending in the accident report on Casey's foot when he struck it with the spike maul. Now, under 'Remarks,' do you want mine or do you want Casey's?"

Forgetful Husband (*to a friend*): "I want you to help me. I promised to meet my wife at one o'clock for luncheon, and I can't remember where. Would you mind ringing her up at our house and asking her where I am likely to be about that time?"

Modern progress is indeed wonderful. It is now possible for a man to get indigestion and a remedy for it at the same drug store.

"I want to leave the world better than I found it," declaimed the stern moralist. "Well," replied a bored listener, "just your leaving it will effect a big improvement."

A Possibility

A tabloid newspaper offering $1.00 each for "embarrassing moment" letters received the following epistle:

"I work on an early night shift in a steel plant. I got home an hour early last night and there I found another man

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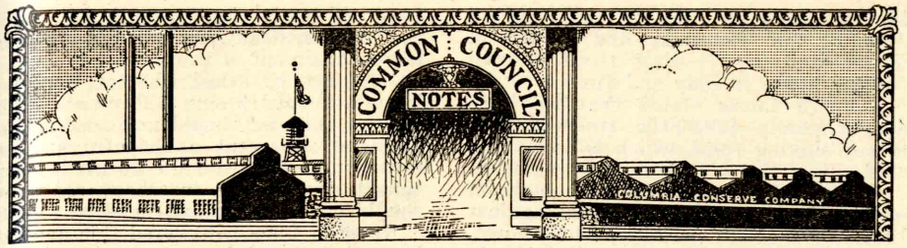
An old lady in church was seen to bow whenever the name of Satan was mentioned.

One day the minister met her, and asked her why she did so.

"Well," she replied, "politeness costs you nothing, and—you never know!"



Regular C. C. Meeting, Friday, November 6

Chairman, C. W. Knapp Attendance 48 men, 35 women.

Visitors: Mrs. John Barron, Miss Frances Hawkins, Mr. and Mrs. L. N. Feenaty, Clara Lohman, Mildred Sypherd, Wm. E. Heyer, Mrs. Zelah M. Meyer, Edna Fonseth, Mrs. Joe Watson, A. B. Yorkey, L. T. Fugato, Mrs. Mabel Knapp, Dr. H. D. Leer.

The meeting was called to order by the chairman who announced that in line with the decision of the last council meeting the council minutes would not be read.

The first subject on the agenda was a discussion of the Thanksgiving Holiday for 1931.

The chairman stated that our usual practice is to have the Thanksgiving holiday include Thursday, Friday, Saturday and Sunday, if production plans would allow for it. He asked the Council whether it cared to discuss this matter for decision for 1931 at this time. It was stated by the production superintendent and several others that it was too early to discuss this matter as yet because we could not tell how orders might come in or what production plans would call for. The matter was left over to discuss at a later date.

The next matter on the agenda was a financial report for the period covering four months of the present fiscal year from July through to October. Kenneth Lucas explained the financial report which had been posted on the black board and gave a detailed analysis of the figures presented. A summary of these figures include the following: Our inventory as of July 1, 1931, was $424,665.00 which had been increased at the end of October to $518,524.00. This increased inventory was due to the tomato products which had been packed during the season just closed. The net profit shown at the end of four months amounts to $54,351.00.

There was a general discussion of the report and several questions were asked. Powers Hapgood asked whether the publicity charge listed included free goods given on deals during that period, and Ken replied that this was the case. Mary Lipferd asked whether medical expenses had decreased as against the same period for 1930. Ken replied that a decrease had been shown. A question was asked whether the profit for 1930 for the first four months of the fiscal year was greater than for the same period of 1931. It was explained that there was approximately $100,000.00 greater profit shown in the period for 1930 than for the same period in 1931.

John Brophy asked if the fact that more goods had been sold on futures in 1930 than this year would make it easier to sell our goods at a more even flow of spot shipments from now on this year, as against last year.

Miss Franz replied that in her opinion this would be true but it would depend somewhat on our prices being in line. She remarked that there was no getting around the fact that our sales showed a very great shrinkage this year as against last year.

Powers Hapgood asked if there had been a heavier sale last year of non-tomato products for the purpose of stocking up against tomato season needs that we had experienced this year, but Miss Franz replied that this was not true since we had sold very few goods, comparatively, last year for the purpose of stocking up against tomato season on non-tomato products.

Dorothea Nord Holt asked if it were not true that our profit margin this year would be less on account of the case concessions and free deals which are being offered as special discounts. Miss Franz and Bert Hines both replied that in their opinion this was the case and much more goods must be sold this year in order to realize the amount of profit we had last year. Bert Hines added that in his opinion it would be harder to realize a profit on our inventory this year.

It was pointed out that in two of the four months shown in the present fiscal year deals were in force.

A review of conditions for the first part of 1931 was given which showed

that we suffered losses in sales during January and February and gained in March and April and then showed further losses in May and June.

Kenneth Lucas stated that we have approximately $29,000.00 reserved now in our sinking fund, which is being created out of the 2/5 of deferred salaries.

Mary Lipferd asked for a comparison of wages and salaries in 1930 as against 1931, for the four months period shown, and the statistics given were $76,000 in 1930 as against $60,997 in 1931. It was pointed out however that we produced less goods in 1931, than we had in 1930 and our case cost probably would be higher this year than last.

Milburn Forth asked how much tomato soup had been produced in 1930 as against 1931. The figures were not at hand at the moment on that item.

Kenneth Lucas explained that, at the present time, we have $1.85 in current assets (in inventory, accounts receivable, notes receivable, etc.) to cover every dollar we owe.

Jack Evans asked about our inventory on labels and how much we had been able to realize through the sale of label stocks to our jobbers. It was explained that our inventory on labels in 1930 had been $79,000, which had been reduced to $61,000 at the present time. This was not quite as much of an increase as had been hoped for, but the fact that we were no longer buying labels for our customers indicated that our inventory would be decreased gradually from now on. Several other questions about comparisons of 1930 and 1931 were asked and answered.

Kenneth Lucas then announced that another matter not directly affecting the financial statement was of interest to Council. He said that Mr. Norman Hapgood had volunteered to exchange, dollar for dollar, 500 shares of his common stock holdings for 500 shares of preferred stock. Mr. Hapgood could hold his common stock and exchange it at $150 per share when we were in a position to buy stock out of our profits but he was willing to make this exchange at this time which would mean his taking a loss of $25,000 on this transaction. This exchange had been made up to 400 shares of common stock and the balance will be transferred as soon as arrangements can be made. The stock thus acquired will be held as treasury stock until we are able to buy it into our trust fund out of profits. Powers Hapgood asked whether this exchange would make a change of status of our trust fund at this time, and Ken replied that this was not the case. Our percentage of holdings in the trust fund will not be changed until we acquire the common stock from treasury stock by buying it up out of profits.

John Brophy asked whether, considering all the marketing difficulties of the present time we should not consider our financial statement as hopeful and encouraging and, although we needed continued efforts and increased sales, we should not be too discouraged by results.

Kenneth Lucas answered this question by saying the statement was hopeful.

Billy Hines disagreed with this position and said that our inventory was too high and in order to liquidate it we probably will have to take a loss on it and this was not an encouraging situation.

John Brophy said he did not want us to be over optimistic but in face of all changed marketing conditions we should not be too discouraged and we had shown a profit for the period in face of market difficulties.

Bert Hines said he believed we might lose money on our present catsup inventory according to present market indications.

Dorothea Nord Holt asked what chance there was to regain some of our losses through the sale of pulp if the pulp market strengthened later in the year. Billy Hines replied that he did not think we would realize a profit on our pulp because it would be necessary for us to take certain losses on the pulp through goods lost through spoilage, plus labor costs etc. involved in handling it. He did not think market conditions would change enough to warrant our increasing our selling price enough to realize much profit on this item.

The question was then asked whether or not there was a possibility of a repayment of any of the 3/5 salary which had been deferred and which was subject to repayment as soon as we are in a financial position to do so.

Kenneth Lucas said it was his opinion that it would not be wise to attempt to repay any part of this account until the end of the calendar year. He could not tell about what might be done after that, but believed it would be best to safeguard our whole position at this time and continue paying 80 per cent. salaries with no repayment of any part of the 3/5 of deferred salaries for the present. There was general agreement with this opinion of Ken's and it was decided to accept his reasoning for the time being.

The next subject on the agenda was a report from the committee on committees, given by Opal Hassenzahl, secretary. It was recommended by the committee on committees that the three persons to serve on the Council Minute Review Committee should be the chairman of Council, and two members of the Cauldron Committee. The members recommended were Ethlyn Christensen and Opal Hassenzahl and C. W. Knapp. It was moved by Powers Hapgood and seconded by C. E. Franz that we accept the recommendation of the Committee on Committees. Taken to a vote the motion was carried unanimously.

Kenneth Lucas next gave a brief report from the Health Committee. He stated that it was the intention of the Health Committee to have a rediscussion in the Health Committee of Council's decision with respect to inclusion of certain dependents in our health program. At the present there are certain exclusions of dependents made for persons whose salaries are above the regular needs basis. Another matter which Ken reported upon was the fact that there were to be regular Health Committee meetings held every first and third Tuesday of each month. Miss Franz will continue to take care of supervising the health requirements of the women employees and Kenneth Lucas will handle those for the men. There were no specific cases reported upon by the committee.

The Stock Purchase Committee submitted a report through Billy Hines, chairman, as follows: "Recommendation of Stock Purchase Committee that we accept the recommendation of the Health Committee, to the effect that the company buy back preferred stock from Jake Miller. We suggest however, that we buy back his entire holdings which amount to $184 rather than the $100 worth suggested by the Health Committee.

The additional amount will allow Jake to pay off the balance of a debt to the Credit Union, a total of $58.00, and will leave him $26.00 more than his original request.

Jake wishes the money to pay for medical services for his wife, since he wants to have his own doctor and not the company's in attendance upon her.

All of his preferred stock is at present in the hands of the Credit Union as security against his loan from it and it seems wiser to clear this account at this time, and free the balance for sale to the company."

Mary Lipferd asked whether or not Jake had rejected our medical program for his wife and Kenneth Lucas said that this was the case. It was then moved by Mary Lipferd and seconded by Bert Hines that we accept the recommendation of the Stock Purchase Committee. Taken to a vote the motion was carried unanimously.

Next report submitted was from the education committee and was given by Ethlyn Christensen, secretary. After discussion in the Education Committee and a review of the suggestions made by council at the last meeting together with certain other suggestions which had been made in the Education Committee, it had been decided to recommend to council that we go on an 8-hour day schedule effective as from Monday, November 9th. This recommendation was made because it was found after investigation of production needs, based on the same consideration as presented at the last council meeting, that there would be a surplus number of man-hours equivalent to the time of 30 or 35 persons. This meant that there were approximately 1,575 surplus hours and if we worked on on 8-hour day schedule there would still be a considerable balance of surplus time. It was the opinion of the Education Committee that it would be better to concentrate on doing outside work at this time while the weather remained good and that farm activities and such work around the plant as could be done should be finished with the available surplus time on an 8-hour day schedule. The balance of the surplus would be used by going on the 8-hour day basis which would mean about 705 hours used in this manner.

This proposal was for an indefinite period of time for trial and subject to later review. A supplementary meeting of the following persons had been held after the education committee had met and agreed upon this recommendation—Jack Evans, Albert Hines, W. H. Hines, Powers Hapgood and Arlie Myers. These people had outlined jobs and allocated persons to different classifications of work to take up the available surplus time in addition to the 8-hour day. They submitted the following schedule as an indication of how the time would be used and by which people.

House to house canvassing was to be done for the Regal Stores by Glen Lipferd, Russell Easley and Milburn Forth, as such work could be arranged. The following girls were to be used for the preparation of beans, peeling turnips, etc.—Blanche Forrester, Ardath White, Margie Knight and Dollie Rusie. The following men were assigned to work on the farm as long as needed there, under the general direction of Billy Hines: Richard Colter, George Gregory, Frank Gilley, Norris Glidden, Ellis Combs, Estil Goodnight and Robert Trueblood.

The following group of men were assigned for general work around the plant under the direction of Arlie Myers:

Laurence Roberts, Joe Watson, John Mullen, Joe Humble, and Joe Hawkins. This work is of a miscellaneous character, such as removing screens, building repairs, the proposed widened roadway, etc.

These two reports were given separately: (1) with respect to the 8-hour day, coming from the Education Committee and (2) with respect to allocation of work and assignment of people from the supplementary committee named. It was moved by Chloe MeHarry and seconded by Milburn Forth that we accept the recommendation of the Education Committee to go on an 8-hour day schedule for an indefinite period beginning from November 9th. There was general discussion of this proposition and Miss Franz asked about possible criticism of leaders which might be made if more than 8 hours are necessary to accomplish the work ahead of any department. She had in mind the work of the office which at the present time could not be done in an 8-hour day without considerable assistance (which seemed unavailable) from the people in the plant. Chloe MeHarry replied that, so far as she was concerned, if more time was necessary, then we must work whatever hours are required to finish what ever production is ahead of us at any given time. She expected to follow this program in the label department and assumed that others would follow it in their departments, and that criticism should not be forthcoming because a leader might have to work more than the 8 hours per day in his department in an emergency.

Arlie Myers said that there should be no criticism of any leader if such leaders were using all the surplus help we had to accomplish work in their own departments.

John Brophy remarked that the matter of working hours would have to be one of adjustment and that details probably could be worked out very satisfactorily. He did not believe there would be criticism of leaders for working more time if it was necessary to do so.

Miss Franz repeated that there have been times in the past when leaders have been criticized under such circumstances as she had outlined and she wanted it clearly understood that she was not willing to go on an 8-hour day schedule if there was to be such criticism forthcoming in event of more hours being worked when the need arose. She reminded council that there was considerable difficulty in getting additional help from anywhere in the plant to do work in the office because of the need for some training for most of the work which had to be done. She was of the opinion that more of the younger members of the plant should show enthusiasm for acquiring training in work needed for the office and that it would be of considerable help in times of emergency in that department if such training had been acquired and could be called on from other departments.

Billy Hines suggested that we might consider selection of two or three girls who could be trained for work, such as typing, to relieve the strain in the office in emergency. He suggested that the education committee might consider this matter and bring in a further recommendation about it. Jack Evans replied that there were a number of problems involved in training such as had been suggested. It was decided to place on the agenda the question of "shall we provide training for certain girls for special kinds of work and how can this be done."

A vote on the motion to accept the Education Committee's report was called for which resulted in all being in favor of the motion. It was then moved by Arlie Myers and seconded by Chloe MeHarry that our working hours, effective Monday, November 9th, be from 7:30 A. M. until 4:30 P. M. Taken to a vote this motion was carried unanimously.

It was moved by Chloe MeHarry and seconded by C. E. Franz that we accept the balance of the recommendation submitted about allocation of persons and distribution of jobs.

Walter Mullen asked about the Reserve Department and mentioned that Robert Trueblood had been listed for work on the farm. Bob Trueblood has been assistant leader for the Reserve Department and has been acting head of that department a great deal of the time because Powers Hapgood, regular leader of that department, has been away most of the time on sales work in recent months. If Bob was to do work on the farm this would leave the Reserve Department without a leader, which would be contrary to good practice, in the opinion of Walter.

Walter reminded Council that the Reserve Department had been set up by council and its leader and assistant leader designated by Council.

Billy Hines replied to Walter by stating that there was no intention of breaking up the Reserve Department under the program proposed because the work outlined under this program was of a kind which needed attention right now and did not interfere with the general procedure of the Reserve Department. There was sufficient work for only one man to be kept busy in just Reserve work about the plant and it would not require the service of a leader to direct the activities of that one man.

Powers Hapgood explained a little further about the proposed program and the use of Bob Trueblood for work on the farm. Powers said that Bob would still be responsible for the Reserve Department activities and if he chose to go to work on the farm and something went wrong with the Reserve Department work at the plant it would be Bob's responsibility to answer for such failure.

Jack Evans repeated that it was not the intention of the report to disband the Reserve Department but said there would be one man left, Earl Lindley, to take care of reserve work. Earl could work without needing the direction of Bob for the kind of activities in which he would be engaged. Walter Mullen mentioned the fact that salesmen coming in off the road for temporary periods would still be around the plant and Reserve work would have to be provided for them, and some direction of their activities was needed.

Arlie Myers stated that he had agreed only to arrange work for the men outlined but that he did not agree to have such work charged to the Maintenance Department. All the outside jobs which had been mentioned were to be charged to the Reserve Department.

Powers Hapgood said that he agreed somewhat with the reasoning of Walter Mullen but was not opposed to having Bob go to work on the farm with the understanding that he was still responsible for Reserve Department activities.

Bert Hines said that he was not in agreement with the removal of the head of the Reserve Department but could not see why the present emergency could not be done as outlined without interfering too much with the Reserve Department set-up.

John Brophy asked who would be in charge at the Farm and Billy Hines said that Dick Colter had been chosen to head up the general work while Norman Eickhoff would be running the tractor. Taken to a vote the motion of accepting the supplementary committee's report and recommendation resulted in all being in favor of the motion but one.

The next matter on the agenda was a report from Powers Hapgood about his recent trip to Omaha, Nebraska. Powers stated that he had gone to Omaha for two purposes. One, to do some sales work for the company. He had wanted to get a distributor in that market to replace McCord Brady Company (if possible to get a Columbia label outlet there). Two, to do some speaking for the company before the Nebraska State Teachers Association meeting. In respect to the first matter Powers had succeeded in getting H. A. Marr & Co. to agree to distribute our goods under Columbia brand in Omaha and Council Bluffs.

We have permission from Marr & Co. to start putting our goods under Columbia label in that market as soon as we choose, but it was decided that it would be better to wait until Advo Brand goods were removed from the retailers' shelves, before we begin.

With respect to speaking engagements before the Omaha group of the State Teachers Association, Powers said that he had addressed two meetings, one on Thursday afternoon, October 29th, and one on Friday afternoon, October 30th. In addition he had addressed a meeting in the Unitarian Church on Sunday evening, November 1st.

Powers then proceeded to give an explanation of the publicity which he had received because of activities he had been engaged in in Council Bluffs with relation to the attempt on his part to help a friend of his, George Papcun, who had been arrested and put in prison in Council Bluffs for addressing a meeting there.

Powers stated that it was a clear violation of civil liberty to arrest and imprison a man merely for stating an opinion in a public meeting. Powers gave a brief history of the case and said Mr. Papcun had been treated very roughly and submitted to mob violence by the vigilantes of Council Bluffs, and threats had been made against him if he attempted to make a further speech as he said he intended to. Powers had heard about the incident and had gone across to Council Bluffs to hear the proposed speech made and had been a witness when the arrest was made. Powers followed Papcun to the jail and offered to get bail for him. While he was attempting to do this in a peaceable manner an officer came up to him and told him that he was slated for investigation. Powers had done nothing whatever except to offer to get bail for Mr. Papcun, but he was booked for investigation, put in a cell, photographed, finger printed, stripped and examined for scars for identification purposes and questioned closely as to the reasons for his interest in Mr. Papcun. Powers replied to the officers that his interest was because of his friendship for Mr. Papcun which had extended over a long period of time because he had worked with him some years ago in coal mines, and also because of his interest in preserving civil liber-

ties for anyone. Powers was held in the cell for about three hours when a reporter came to his cell and asked him about possible relationship with Norman Hapgood, and Powers admitted being a nephew of Mr. Hapgood. Shortly thereafter he was released from jail and no further questions were asked. Powers immediately proceeded to get money for bail from a minister at Omaha because he had insufficient money with him to cover the $100.00 bail. Powers took Mr. Papcun to Omaha with him after he had been released on bail, and said that he discovered that Mr. Papcun had been treated so roughly that there were four or five knife wounds on his body because of the mob violence he had suffered. All of these indignities had been heaped upon Mr. Papcun simply because of his connection with the Communist party and because he insisted on stating his opinions which were contrary to those held by certain groups in Council Bluffs. Powers stated that the bold headlines which had appeared in the Indianapolis Sunday Morning Star of November 1st were entirely misleading and were unfair and uncalled for. Upon his return home he had gone down to interview the officials at the Star office with Jack Evans and the men interviewed admitted that the publicity had been decidedly unfair and offered to print a correction which had appeared on Thursday, November 5th. Powers said that he was merely explaining about the whole incident because he thought council was entitled to the facts, but he was not apologizing for his action and would do the same thing again if similar circumstances arose and he was placed in a position to have to choose a course of action. He said that if a fundamental principle was involved he would have to stand for that principle, irrespective of the kind of publicity which that might lead to. He said he was very sorry that the unfortunate publicity had appeared in Indianapolis at this particular time as he realized that it might have an adverse effect on our Columbia work. He repeated that while he would not look for trouble or go out of his way to seek it, yet if circumstances placed such incidents in his path he would have to face them frankly and stand for principles.

Arlie Myers pointed out to Powers that he was not exactly in the position of a free lance at this time and that there was some difference between being a free lance coal miner and a member of the Columbia Conserve Company organization. He thought Powers ought to be careful about his activities and the kind of publicity that he might get because, in his opinion, Powers was a marked individual and the Press of the country would be on the lookout for any chance it could get to print any news it could of what it thought a derogatory character.

George Gregory asked Arlie if he wouldn't have done the same thing under the same circumstances for a friend or for a principle to which Arlie replied that he did not think so.

Jack Evans explained that there was no doubt about the fact that there might be some bad effects on our local trade through the Regal Stores on account of the publicity which Powers had received. Jack was of the opinion that the publicity was very unfair and the headlines not justified at all. In the opinion of the people of the Star who had been concerned they admitted that there was no justification for the headlines being printed. The city editor and a reporter and the business manager all agreed that this was so. Boyd Gurley, editor of the Indianapolis Times, had remarked about the fact that the treatment Powers had received in Council Bluffs had been not only unfortunate and unfair but illegal and that Powers ought to fight the case because the officers there had no right to finger print or photograph him, nor arrest him as they had done. Although all this was true we still had to face the fact that the publicity, while it was unjust, was not at all favorable to Columbia.

Powers added to his statement saying that the Sunday evening service, before which he spoke had been a crowded one because of the publicity he had received and that Mr. Powell of Marr & Co., had been in attendance at the meeting. Powers had not mentioned where our goods might be obtained in that market for fear of possibly antagonizing Mr. Powell because of the publicity of the day before, but after the meeting Mr. Powell had told Powers he wished Powers had taken occasion to mention the distribution of our goods proposed in that market. The audience before which Powers spoke had been very enthusiastic.

Following this explanation, and the general remarks about the whole incident, the chairman mentioned that there had been a tabled motion concerning the Personnel Committee appointment at the last council meeting which was supposed to be considered at this meeting. It was adjourning time and the opinion of council was asked as to whether it cared to consider the tabled motion at this time or would agree to table it again until the next meeting. It was agreed

by unanimous consent to table the motion until the next meeting.

Council meeting stood adjourned at 9:30 P. M.

The persons who participated are as follows: John Brophy, Jack Evans, Powers Hapgood, C. E. Franz, Arlie Myers, W. H. Hines, Mary Lipferd, Chloe MeHarry, Milburn Forth, Kenneth Lucas, Kenneth Smith, Opal Hassenzahl, Walter Mullen, George Gregory, Ethlyn Christensen and Dorothea Nord Holt.

Regular C. C. Meeting, Friday, November 13

Chairman—C. W. Knapp.

Attendance—37 men and 24 women.

Visitors—Mr. and Mrs. J. H. Kenworthy, Mrs. Mabel Knapp, Miss Lolo Boelter.

The chairman called the meeting to order at 6:00 P. M. and a resume of the council decisions of the last meeting were given by the secretary and accepted.

The chairman reported that the agenda committee had arbitrarily decided the time of tonight's meeting since this matter had not been discussed at the last council meeting when our hours had been changed to conform to an 8-hour day schedule. It had been arranged for supper to be served at 5:00 P. M. and for the meeting to start at 6:00 P. M. It was now up to council to decide what program it cared to follow in the future so long as we were working on the 8-hour day basis and our regular hours were from 7:30 A. M. to 4:30 P. M.

After discussion it was moved by Ethlyn Christensen and seconded by Chloe MeHarry that we start our council meeting at 6:00 P. M. during the period of the present 8-hour day schedule. This motion was carried unanimously.

Chloe MeHarry said that she saw no reason why we should continue our meetings beyond 8:30 P. M. unless there was council business which must be decided immediately so long as we began our meetings at 6:00 P. M. It was moved by Leo Tearney and seconded by Homer Shelley that we move up our adjourning time one hour, or to 8:30 P. M. This motion was carried unanimously.

The chairman mentioned the fact that the council agenda had been posted on the bulletin board and it was the intention of the Agenda Committee to keep a current list of the topics ahead of us posted for the information of the group if this was desired.

The next subject on the agenda was the tabled motion with regard to the Personnel Committee appointment. The minutes referring to this matter in the discussion of the meeting on October 30th were reviewed for council's information. Following this there was a general discussion about the matter and the reasons for tabling the motion were explained. Jack Evans suggested referring this matter back to the committee on committees for further discussion and another recommendation. It was pointed out, however, that it was necessary to vote on the tabled motion before such action could be taken. A ballot vote on the motion was called for by Arlie Myers. This vote resulted in 33 being in favor of the motion, 22 against the motion, with one undecided. It was moved by Jack Evans and seconded by Milburn Forth to accept this vote as final. This motion was carried unopposed.

Miss Franz said that she still wished to withdraw her name from the recommendation for service on this committee. Billy Hines said that he was opposed to accepting Miss Franz' withdrawal if it was a question of hurt feelings because of the kind of discussion which had been indulged in at the meeting on October 30th. Miss Franz explained that it was not a matter of having her feelings hurt at all, but rather it was because of her belief that the discussion had shown too strong an opposition to the recommended people and too great a desire for rank and file representation. She wished to withdraw her name in order that she might be replaced by someone representing the rank and file from the floor of the factory, inasmuch as Jack Evans, in his capacity as ex-officio member, will represent the office anyway.

Ethlyn Christensen said that she appreciated Miss Franz' position and the spirit in which her remarks had been made and wanted to accept her offer of withdrawal in order to make possible the appointment of a new member in the manner suggested by Miss Franz. It was moved by Ethlyn Christensen and seconded by Mildred Whicker to accept Miss Franz' withdrawal from the committee.

Eula Toon stated that she did not agree with the proposition to have Miss Franz' withdrawal accepted because, in her opinion, Miss Franz was one of the ablest persons we could have chosen for service on this committee. Ella Carlisle agreed with the remarks made by Eula Toon and said she was opposed to the motion. Ethlyn explained her reasons for wanting acceptance of Miss Franz' withdrawal again and said that she, too, had a great deal of respect for Miss Franz' ability to serve on this committee but she appreciated Miss Franz' position and wanted to accept her with-

drawal in order to make possible the replacement suggested. Her opposition to the recommended committee membership had not been due in any part to a feeling of lack of ability on the part of any of the nominees to fulfill the duties imposed upon the committee, but rather was because of the feeling of necessity of representation for a different point of view on the committee than would be possible if all the members were leaders.

Bert Hines said he was sorry that there was such a large number in the minority group opposed to the motion and he believed it might be hard to get support from the group for decisions and actions which might be taken by this committee.

Chloe MeHarry said she agreed with Bert and she explained again her own reasons for wishing her name to be withdrawn from the committee. She still held the same views as she had expressed in the council meeting on October 30th. She believed it would be very hard to serve on a committee to which there had been such opposition expressed as had been true in this case.

Arlie Myers said that if council allowed Miss Franz to withdraw her name he intended to withdraw his own from committee membership, because there was as much reason for him to withdraw as for Miss Franz to withdraw, or for any other member of the committee just appointed.

Mary Lipferd said she believed that a good committee had been proposed for the purpose outlined and was not in favor of accepting any withdrawals from committee membership.

Billy Hines said he agreed with Bert and that a 3-5 majority and 2-5 minority as evidenced on the vote on this motion to accept the committee, was indicative of too much opposition and might make it hard for the committee to function properly.

Milburn Forth said he didn't think there would be any such results as had been foretold. He was of the opinion that since there was a majority vote in favor of the motion the committee would now be given the support of the whole group in actions it might be called on to take.

Basil Covert pointed out that there was the same ratio in council action on the committee appointment as had been true in the Committee on Committees in its recommendation.

Chloe MeHarry said she had a conviction that it was all wrong to put leaders in one group and the rank and file in another in our discussions since we were all one group she did not like the repetition made so frequently in council about this need for "representation from the floor" about various problems under discussion.

Billy Hines said he was of the opinion that leaders were in a better position to see all around situations such as might be presented to the new Personnel Committee for consideration than any rank and file persons might be, using those terms as they had been used so frequently in connection with this discussion. For this reason he believed that the persons chosen for membership on this committee were in better position to handle cases of personnel such as outlined for their consideration which might come before them.

Milburn Forth pointed out that people from many capacities in the group usually were called into committee meetings to give testimony on various problems as they arose and this would be equally true on any case that would come before the new Personnel Committee.

Basil Covert stated that he did not want any "social standing" to hold his job for him if it came to a point where he might be under consideration because of any action he might have taken. He wanted to be rated on merit alone and was quite content to have the Personnel Committee, as constituted, serve in considering him if that need should arise.

Jack Evans said he thought we should accept the majority vote as had been done, but he believed that it might have been better to refer the whole matter back to the committee on committees in this instance for reconsideration and further recommendation to Council about the committee appointment.

Miss Franz said she was sorry if others on the committee wanted to withdraw because she proposed her own name for withdrawal. She merely wished to give opportunity for more factory representation on the committee as she had explained.

Chloe repeated her point of feeling that there was too strong an opposition to the committee membership, as demonstrated in the vote, for the committee to do effective work.

Arlie Myers said that to him the vote on this motion and the discussion surrounding the recommendation of the committee on committees was the clearest indication we have had as yet of a lack of faith in leaders to handle situations adequately as it is proposed that the Personnel Committee should do. If this matter does go back to any group for further consideration, or if it is referred to the committee on committeees for further investigation and new appointment, he wanted Mr. Hapgood present in the committee meeting to explain his reasoning as he had expressed it in the meeting on September 21st.

Leo Tearney explained his opposition to the motion and said that, to him, it was apparent that this newly appointed committee was now considered by quite a large group of people as a "firing squad" and he wanted the atmosphere cleared. He thought this might have been done if the matter had been referred back to the committee on committees for further consideration. His own suggestion would have been to place some of the opposition people on the committee for service because that, to him, was the surest way to cure people of suspicions and fears they might have.

Arlie Myers said it was too deep for him to understand why this matter should be referred back to the committee on committees after its acceptance by majority vote.

Ardath White said she was not clear, and she did not think the matter had been clear in the committee on committees and council itself, as to just what was wanted in this matter. She voted in opposition to the motion because she wanted a new start on the whole proposition.

Jack Evans explained to Arlie Myers that the committee on committees will have to rediscuss this matter if withdrawals from the present committee are accepted in order to have replacements made.

Kenneth Smith wanted to know why it had to be referred to the committee on committees because he believed that council itself might handle this matter without reference back to the committee as inferred.

Jack said he merely made this statement because it was the routine procedure to have the committee on committees handle such questions, but, of course, council could handle the matter if it desired to.

Josie Baker said she had been under the impression that there was a desire ferred to the committee on committees to relieve the leaders of some responsibility and to place more responsibilities on some rank and file members and it was for this reason that she voted in opposition to the motion.

Ethlyn Christensen spoke to the point of the suggestion of Leo Tearney's that the new Personnel Committee was viewed as a "Firing Squad." As far as she personally was concerned it was a matter of principle which was involved. She believed that we were all one group, as has been stated so frequently, and she meant no reflection on individuals who were proposed for membership on this committee as she has profound respect for the abilities of all the appointees. However, she believed that while we needed leaders on this committee there was a great deal of difference of experience in contacts between leaders and rank and file people.

For this reason she thought that both points of view, because of this difference in experience of the two groups which was quite natural and understandable, was necessary for the best results from this committee.

Arlie Myers suggested cancelling all action on this matter and waiting for the return of Mr. Hapgood so that this matter could be explained thoroughly by him and he could give to council his reasons for the suggestion made in the special meeting. Arlie wanted this done because it was Mr. Hapgood's suggestion in the first place that this personnel committee appointment was recommended to council as a means for handling emergency situations arising in personnel relationships.

Jack Evans said that he thought there was merit in Arlie's proposal, but he suggested that we ask Miss Franz to serve on the committee, but limit the committee, as constituted, to service of six months, after which time we would rediscuss the whole proposition.

Ethlyn Christensen said she was willing to withdraw her motion with the consent of her second, and Mildred Whicker agreed.

Chloe MeHarry said she was not in favor of Jack's proposal because the mere matter of six months' service would not answer the general disagreement with the committee appointment.

Jack asked Miss Franz if she would be willing to serve for six months as proposed, and Miss Franz replied that she would, because she was not unwilling to do anything which Council asked her to do.

Russell Easley said that he agreed with Jack's proposal and would like to see this method adopted.

Chloe MeHarry said that she felt very uncomfortable in retaining membership on the committee which was placed in the position of having such a strong minority opposition.

Basil Covert asked several questions of Council about the advisability of asking any committee to meet three or four times without need. This remark was occasioned by the suggestion that the whole matter be referred back to the Committee on Committees for recon-

sideration, and Basil was of the opinion that Council's decision should stand without need for reference back to any committee.

Homer Shelley wanted to know what Council considered a majority and would it be willing to take a majority opinion in our group. To him the essential thing was to reach a decision, and if we have a majority in favor of any proposition, we should accept that. People who are asked to serve in any capacity should accept and serve at Council's desire. He could see no merit in constant and endless discussion about such a situation as confronted us at the moment after a majority decision had been reached.

Ethlyn Christensen said she was a believer in democracy, and was quite willing to accept the majority vote.

Basil Covert said in his experience it was quite unusual not to accept a 60-40 majority vote upon any proposition without such a prolonged discussion about it. It was moved by Ethlyn Christensen and seconded by Lucille Burkhart that we do not accept Chloe MeHarry's withdrawal from the committee. Taken to a vote, this motion was carried with all in favor but one.

Jack Evans explained further his proposition for limited service on the committee and rediscussion of this matter later. It was moved by Jack Evans and seconded by Homer Shelley that we ask this Personnel Committee to serve for six months, and that at the end of that time we rediscuss the whole matter in the light of further facts obtained in the meantime. Taken to a vote, this motion was carried unanimously.

The next item on the agenda was a request for consideration of selling some of our goods at a reduced price to the American Friends Service Committee, whose headquarters are in Philadelphia, Pa., for Quaker relief work which is being done in the bituminous coal fields.

A letter under date of November 10, from Clarence E. Pickett, executive secretary of the American Friends Service Committee, was read to Council. The following is extracted from the letter: "I had an interview yesterday with Mr. Hapgood, and he suggested I write to you, raising the question as to the possibility of your giving to the American Friends Service Committee a very modest price on a carload of tomato soup.

* * *

"The American Friends Service Committee is feeding children of miners in the bituminous coal fields of West Virginia and Kentucky. They are feeding one hot meal a day through the public schools.

"While a considerable amount of money has been received for this purpose, it will have to be made to go as far as possible in order to approach the immediate need there.

"I shall very much appreciate knowing the price you can quote. We shall probably want the car shipped either to Charleston, W. Va., or to Harlan, Ky."

Inasmuch as the work of the American Friends Service Committee was fairly well known to the Council and since the letter was self-explanatory, there was no need for very much discussion. In a letter received from Mr. Hapgood during the week, he suggested for Council's consideration that we offer the Quaker relief organization a carload of tomato soup at the cost of direct labor plus raw materials.

Miss Franz explained that there were goods available in our warehouse which might be used for this purpose, and gave a summary of stocks on hand of various kinds. She mentioned that we have some goods which were dents which had been accumulated, some of which ordinarily would be used by us for charitable purposes.

Arlie Myers proposed that we offer to the Friends Service Committee the following:

That we sell at our regular 1931 future list price on tomato soup and that one-half the carload be paid for (if it is a minimum car this would be 425 cases, approximately), and give one case free with each one bought. This would be on the basis of f. o. b. Indianapolis.

Jack Evans suggested that we refer this matter to the Contributions Committee for consideration and recommendation.

Leo Tearney suggested that we accept Mr. Hapgood's proposal. It was moved by Leo Tearney and seconded by Kenneth Lucas that we quote the American Friends Service Committee a price on tomato soup based on direct labor plus raw material, f. o. b. Indianapolis. Taken to a vote, the motion was carried unanimously.

A request for a contribution to the work of the Federal Council of Churches of Christ in America, as carried on by James Myers, industrial secretary, had been received from Mr. Myers. In a letter addressed to Mr. Hapgood, Mr. Myers had written in part as follows:

"The enclosed editorial from the Friends Intelligencer describes the dreadful conditions in the bituminous coal fields and the relief projects which have been started by the Quakers. This Commission has voted to co-operate so far as we can with the Quakers, somewhat along the lines of our Marion, N. C., relief project. We want to relate the churches not only to relief, but to a study of the economic problem of the coal industry, which is a basic cause of this suffering. During the summer, it was my privilege to join in efforts to mediate in a number of situations in the coal fields and in a public protest against evictions.

"The other major problem which is absorbing much of our time and effort is, of course, unemployment. In this field we have worked out programs for churches, not only in immediate relief, but also in efforts looking toward permanent preventives of unemployment and a just and brotherly economic order.

"During a critical time when a central church agency such as the Federal Council should be able to offer field service and supply leadership and help to the churches in these vital matters of social justice, conciliation and relief, it is a matter of chagrin that our usefulness is impaired and its very continuance threatened. In order even to maintain the present efforts of this department, I shall be obliged to raise $8,000 in the next few weeks. My small budget is only a part of the greater need of the Federal Council which must raise $83,000 in order to carry on for the rest of the year."

Inasmuch as the work Mr. Myers proposes to do is in connection with, or, rather, is related to, the work which is to be done by the Quakers in the bituminous coal fields, it was agreed, after some discussion, that our decision just reached with reference to selling tomato soup to the Quakers for relief purposes would assist in the general work of Mr. Myers' commission. Because of this fact, it was Council's opinion that our contribution made in this manner would help more than if we were to make a monetary contribution to Mr. Myers' department directly. It was suggested that if Mr. Myers' organization was in a position to buy soup on the same basis as we had offered it to the Quakers, we would be quite willing to sell his department a carload of tomato soup in the same manner as we shall offer it to the Quakers. It was moved by Arlie Myers and seconded by Leo Tearney that the secretary of Council be instructed to write to Mr. Myers, explaining our decision with regard to Quaker relief and our indirect contribution in this manner to the work proposed by Mr. Myers for his own commission. The motion was carried unanimously.

The next item on the agenda was a request from the American Association for Labor Legislation for a contribution to the work of that organization. For the last several years we have contributed to the work of this organization, and a letter was read which was a reminder of a need for another contribution for the coming year. It was agreed by unanimous consent, after slight discussion, that we cannot contribute money to the work of the American Association for Labor Legislation this year because we are not, at present, in a financial position to do so.

The chairman asked about the advisability of turning all requests for contributions or donations which are received over to the Contributions Committee for first consideration, that body to bring in a recommendation to Council. The chairman was of the opinion, and it was the opinion of the Agenda Committee, that this procedure, if followed, would save considerable time in Council because preliminary investigation will have been done in committee, and a definite recommendation might be proposed for consideration. It was agreed by consent that we should follow this procedure in the future.

The matter of the Thanksgiving holiday was again mentioned, but after discussion it was agreed that it was still too early to reach any decision about this matter as yet. Production needs are not known sufficiently to tell whether or not we should work on the Friday following Thanksgiving Day. The suggestion was made that we might work on the Saturday preceding Thanksgiving in order to have the Friday following Thanksgiving free. No decision was reached and the matter was referred back for later consideration.

Arlie Myers mentioned the fact that demonstration work was now being done on Saturday by some of the girls and wanted to know if it was Council's pleasure to have the same practice followed this year as we had last year, namely, one day free during the week some time to replace the Saturday work which is done by the girls. Jack Evans moved and Bert Hines seconded the motion that we follow the same practice that we had last year, and that the girls be given one day free during the week for the Saturday they work on demonstration work. This motion was carried unanimously.

Chloe MeHarry stated that she would like to have notification in advance when girls in the Label Department are to be withdrawn for demonstration work. This has not been done in several instances in the past and it has made it difficult to plan work, especially in the Label De-

partment. Jack Evans and Arlie Myers replied to Chloe MeHarry about this matter and said that they were quite willing to give the necessary information to department leaders as had been requested. Jack had neglected to do this only because of his unfamiliarity with handling plans for demonstration work, and he had made the arrangements for the Regal work which had been done.

The next item on the agenda was the suggestion which had been made that a check should be made by the Committee on Committees of all standing committee memberships. A review of standing committees might point out weaknesses which might be apparent in committees at this time, and the possible need for change in some because of long continued service by certain people.

Billy Hines, Miss Franz and Jack Evans all spoke to the point of the good which might be accomplished by such a review. A general resumé of the whole situation was given, and it was suggested that a time limit for committee membership service might be helpful, or at least a periodic review of committee membership. Arlie Myers said he thought one year was long enough for most committees to stand without change of membership, certainly without review.

Mary Lipferd said she was opposed to time limit of service on all committees, but believed that a review was all right, with changes being made as necessary.

Jack Evans moved and Chloe MeHarry seconded the motion that the Committee on Committees should review all standing committees at least every three months, calling before it all committee chairmen for reports and recommendations. (Ken Smith had suggested the insertion of the phrase "At least" in the motion which had been agreed to.)

Taken to a vote, the motion was carried unanimously.

Jack Evans wanted to discuss next the matter of what is the function of alternates on committee work.

Arlie Myers said that he believed that there are two functions for alternates: (a) Training for committee service; (b) service as an alternate on committees in the absence of regular members.

Ethlyn Christensen asked whether these alternates were to attend the meeting just to observe and learn, but not to vote in case all regular members were present. Arlie Myers was not sure whether he agreed with this proposal or not.

Billy Hines suggested having the chairman of any committee ask an alternate to serve in his own place for voting, as he chose, in that manner giving the alternate the opportunity to learn from experience and the responsibility of voting on propositions before committees. Jack Evans said he believed alternates should attend the meetings for observation purposes in order to learn about committee service, but alternates should not vote unless they were serving in the absence of regular committee members.

Arlie Myers said he believed that all committees should have at least one alternate in attendance at all meetings. He did not believe the voting power should be given these alternates except in the absence of regular members.

Mary Lipferd said she did not believe one alternate was always enough.

Jack Evans remarked that we might have senior and junior alternates and that they should serve in the order of their membership standing on the committee. Ethlyn Christensen said we might install the first alternate and second alternate system. The first alternate would serve as first choice and the second alternate serving when a regular member was absent and the first alternate also unavailable, or when two regular members were absent.

Billy Hines proposed that all committees should have two alternates in the first and second order system, and that alternates should serve in the absence of regular members in the order of their standing.

Bert Hines was opposed to the suggestion made about alternates in attendance at all meetings, and said that we might as well make the committee large enough in the first place and not have alternates, then if regular members were absent, there would still be enough people left to carry on committee activities. Chloe MeHarry thought Bert's point was well taken, and Billy Hines mentioned the matter of expense in time which would be involved if we have too many people in attendance at too many committee meetings.

Ethlyn Christensen suggested leaving the decision to committee chairmen concerning when alternates should attend meetings and when it was not necessary to do so.

Ardath White suggested that we might have alternates present whenever possible, but regulate the attendance of alternates in committee meetings to production needs.

Arlie Myers suggested that we leave this matter to the consideration of the Committee on Committees, and that this committee bring in a recommendation to Council about it including suggestions as to which committees ought to have alternates and how many alternates.

This suggestion was approved by general consent of Council.

The next matter on the agenda was the election of a new member on the Committee on Committees to replace Goldie Sheets, who is to be away on a four-months' leave of absence. Goldie had been a regular member on the Committee on Committees. Homer Shelley at this time was the senior alternate and Kenneth Smith was junior alternate. It was moved by Jack Evans and seconded by Kenneth Lucas that Homer Shelley be appointed as a regular member on the Committee on Committees, and that Kenneth Smith move up from junior to senior alternate and that a new junior alternate be elected. Taken to a vote, this motion was carried unanimously.

The nominations were in order for junior alternate on the Committee on Committees. Kenneth Lucas nominated Mary Lipferd. Chloe MeHarry nominated Kenneth Lucas. Arlie Myers nominated Frieda Marschke. Jack Evans nominated Blanche Forrester.

Bert Hines moved and Arlie Myers seconded the motion that the nominations be closed. This motion was carried unanimously.

Kenneth Lucas asked to have his name withdrawn from the list because he believed it advisable to allow others who did not hold so many committee memberships already to serve.

Jack Evans agreed with the point taken by Ken and said that he thought it advisable to allow Ken to withdraw his name because of the memberships on various committees which Ken now holds and the fact that he has just been released from long service as Council chairman. Arlie Myers believed that some person newer to committee service might profit by being placed in training on this committee.

Chloe MeHarry mentioned the fact that we needed to have some experienced members on the Committee on Committees because of the importance of the work of that committee.

After this discussion, it was taken by consent to allow Ken to withdraw his name.

A ballot vote was taken on the nomination and the result was as follows: Frieda Marschke, 33; Blanche Forrester, 17, and Mary Lipferd, 8. Frieda was declared elected as junior alternate.

The chairman made a general statement about the new method of approving Council minutes and urged everyone to read the minutes which are posted on the bulletin board so as to help catch any possible misinterpretation of discussions or decisions before the minutes are published in THE CAULDRON.

Chairman mentioned further that Mr. Frederick Shanley intended to be here, at Council's invitation, at the meeting of next Friday night, at which time a general discussion of the Standards Department is to be held. A full attendance at this meeting was urged so that the best possible discussion of this problem could be entertained.

The meeting stood adjourned at 8:30 p. m.

Those participating in the discussion of the meeting were: Billy Hines, Homer Shelley, Chloe MeHarry, Leo Tearney, Ethlyn Christensen, Arlie Myers, Jack Evans, Milburn Forth, Estella Franz, Mildred Whicker, Eula Toon, Ella Carlisle, Bert Hines, Mary Lipferd, Basil Covert, Ardath White, Josie Baker, Russell Easley, Vieb Postma, Kenneth Lucas and Kenneth Smith.

Regular C. C. Meeting, Friday, November 20

Chairman: C. W. Knapp.

A summary of the minutes of the previous meeting was given to Council by the chairman and was accepted by consent. The chairman also announced that change had been made in the time for the discussion of the Standards Department. It had been originally agreed that this be held on November 20, but now it had been postponed until December 4.

The first matter on the agenda for the evening was that of whether we would find it possible to arrange for our Thanksgiving holidays at this time. Albert Hines explained to Council that he had assumed the responsibility of scheduling production for the Saturday of November 21st, because he had found that we were low in stocks on certain items. He intimated also that we might have to work the Friday and Saturday following Thanksgiving for the same reason. W. H. Hines explained that one of the reasons why our stocks were low in some items was the difficulty we had experienced because of the financial situation in purchasing raw materials which would permit production ahead of time. In connection with this discussion, it was finally moved that we go on record as approving Albert Hines' action in scheduling production for Saturday, November 21, and that the question of whether we take Friday and Saturday following Thanksgiving as holidays be left to his discretion.

The next matter on the agenda was the proposed resignation of Dorothy Nord Holt from the office of secretary of Council. Dorothy expressed the opinion that she had served long enough in this capacity and that someone else should assume the responsibility from now on. After some discussion it was moved and seconded that Council accept the resignation of Dorothy Nord Holt as secretary of Council with an expression of appreciation for services rendered by her to Council during her term of office. Following the adoption of the last motion, it was agreed that we proceed immediately to appoint someone to replace Dorothy Nord Holt and that nominations be made from the floor. After Opal Hassenzahl, Ethlyn Christensen, Ardath White and Kenneth Smith had been nominated, it was moved and seconded and carried unanimously that the nominations be closed. A ballot vote was taken and votes were cast in the following order: Opal Hassenzahl, 20; Ethlyn Christensen, 10; Ardath White, 12; Kenneth Smith, 9. It was decided by consent that insofar as Opal Hassenzahl had received a greater number of votes than any other one candidate, that she be appointed secretary.

The next question on the agenda was, "What constitutes a majority in Council?" Homer Shelley explained that he had asked that this matter be discussed because he had experienced a good deal of difficulty when acting as chairman because of the indefinite policy which obtains with regard to the taking of votes in Council. Arlie Myers stated that part of the difficulty arose from the fact that we always desire to give the minority in any discussion the best possible opportunity of expressing itself. Jack Evans suggested that the whole question might be clarified if we first of all decided upon what constitutes the right to vote in Council. There had been a good deal of discussion about this matter and no one seemed to know definitely when a person is entitled to vote and when he is not. It was explained that at present full membership of Council is based upon whether or not one has attended 75 per cent. of all meetings of the Council for the preceding year. This rule seems to have fallen into disuse, and only very rarely has there been any request for special ballots restricting a vote to such persons as have attended 75 per cent. of such meetings in the past year. Arlie Myers stated that there was need for making the position clearer than it is at this time, but he felt strongly the need for training individuals so that they might vote intelligently upon any and every matter that comes before Council. Mary Lipferd spoke in favor of keeping the present rule on the books and moved that that be done. Miss Franz seconded Mary's motion. Arlie Myers suggested that the whole matter be turned over to the Education Committee for consideration by that body, and recommendation to a future Council meeting. A vote on the last motion showed 23 in favor of it, 20 opposed to it and two undecided. The chairman ruled that in view of the close vote he would rule the motion as lost.

Arlie Myers in the course of some remarks he made with regard to this question, expressed the opinion that we should be ready to give every worker a vote in Council at all times. Ethlyn Christensen supported Arlie's contention and stated that if we trusted men and women sufficiently to put them on salary, then we should be prepared to trust them in the matter of voting upon questions that we were called upon to discuss and decide. W. H. Hines expressed the belief that we should ask every salaried worker to abstain from voting during the first year of his association with us—in other words, that a worker should take a year to qualify for full membership of Council. At this point, Arlie Myers moved that we rescind all motions now on the books with reference to special ballots, meaning thereby that we rescind any motion that restricts balloting to those people who have 75 per cent. attendance records—for the previous year.

This was seconded and the motion carried.

It was further moved by Arlie that all salaried workers be eligible to vote in Council on all subjects. This was carried unanimously.

Next came the question of "Shall we permit wage workers who attend Council to vote on all questions?" There was considerable division of opinion with regard to this subject, and a good deal of discussion. Following this discussion a motion was made to the effect that all wage workers be permitted to vote on any subject under discussion in Council except when five or more salaried workers call for a special ballot restricting the vote to salaried workers. The ballot must be called for before voting takes place. This was carried unanimously.

Homer Shelley asked that Council assist him by appointing a small committee to go over the cost records now made available by the Standards Department. He suggested that three people should be asked to review the figures arrived at by his department. Cornell Hewson suggested that in the appointment of such a committee, Leo Tearney should be one of the three members serving on that body partly because of his experience in cost accounting and his close connection with sales work. It was agreed upon that Homer Shelley appoint a committee of three to review figures arrived at by his department relative to costs of production, and it was suggested to him that Leo Tearney be one of the three members serving on this committee.

Before the close of the meeting, the chairman called Council's attention to his own difficulty of reaching a decision as to when a vote taken in Council on any subject should be regarded as final. He explained that there were times when, because of the nature of the subject under discussion, it was difficult to know whether a small majority in favor of this or that motion should be considered as sufficient to have such a motion accepted by Council.

In speaking on this subject, Arlie Myers suggested that a majority of five be considered large enough to carry any motion placed before Council. Jack Evans expressed disagreement with Arlie on this matter and suggested that the chairman be allowed to use his discretion in accepting or refusing to accept a motion as final. He expressed the opinion that there was much greater need for unanimity of opinion in an experiment like ours than in a political organization which is being run democratically. After further discussion upon this subject, it was agreed upon that the chairman be asked to use his discretion as heretofore when the question arises of whether a vote be final or not and that the group as a whole show respect for the judgments of the chairman when he reaches important decisions concerning the conduct of any one or more meetings.

Meeting adjourned.

Those who participated in these discussions were: C. E. Franz, Albert Hines, W. H. Hines, Cornell Hewson, Josie Baker, Mary Lipferd, A. D. Myers, Kenneth Lucas, Homer Shelley, George Gregory, Kenneth Smith, Ethlyn Christensen, Henry Rippe, Basil Covert, Mildred Whicker and Walter Mullen.

A tourist was prowling around an old Scottish churchyard. His eye caught the epitaph: "Lord, She Was Thin."

"I say, Sexton, what a strange inscription!"

"That's a' right, sir. He didna' leave room for the letter 'e'."

Dishonesty

One never knows how many dishonest folks there are until he tries to collect a debt due him.

"You know Percy Jones? I lent him $10 about a year ago, and I simply couldn't get him to pay it back. Last week I heard he had started a debt-collecting agency, so I thought I would let him collect it for me."

Lots of Difference

The track supervisor received the following note from one of his track foremen:

"I'm sending in the accident report on Casey's foot when he struck it with the spike maul. Now, under 'Remarks,' do you want mine or do you want Casey's?"

Cast-Off Husbands

Minister: "I wish to announce that next Wednesday evening the Ladies' Aid will hold a rummage sale. This is a chance for all the ladies of the congregation to get rid of anything that is not worth keeping, but is too good to be thrown away. Don't forget to bring your husbands."

The railway tracks ran parallel with the fence of an insane asylum. A local train was doing some switching near by, one of the brakemen flagging the rear end, when a male inmate peered over the fence at him and asked: "Are you working for the railroad?"

Brakeman: "Yes."

The Insane One: "Do you work every day?"

Brakeman: "Yes."

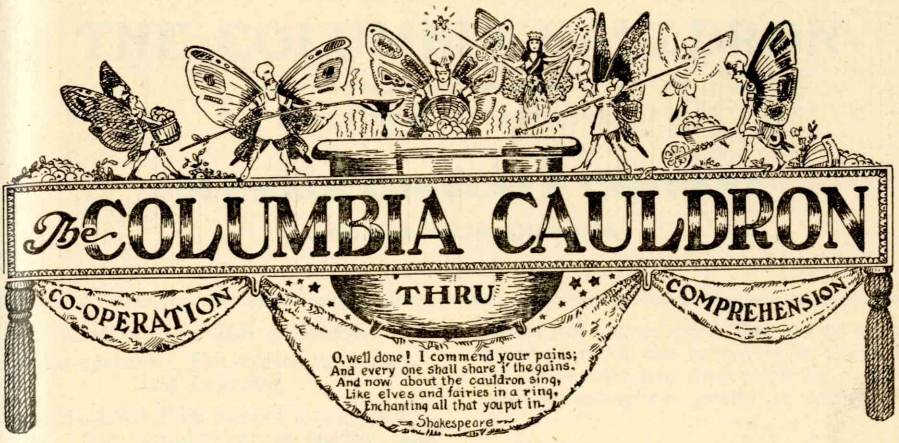
The Insane One: "Do you work when it's cold and rainy, too?"

Brakeman, wondering what the next question might be: "Yes."

The Insane One, after eyeing the brakeman for a full minute, said seriously: "Then you are on the wrong side of the fence."

The chief objection to the school of experience is that it thinks up a new course every time you are ready to be graduated. . . . Many a man who imagines himself capable of ruling a great nation can't even keep his own children out of mischief. . . . We don't know a great deal about bank robbing, but it strikes us that the bandits who have suddenly turned from cashiers to presidents as the proper official to kidnap are making a mistake. The cashier is the boy who has the money. All a bank president does is to say, "No."

INDIANA STATE LIBRARY


The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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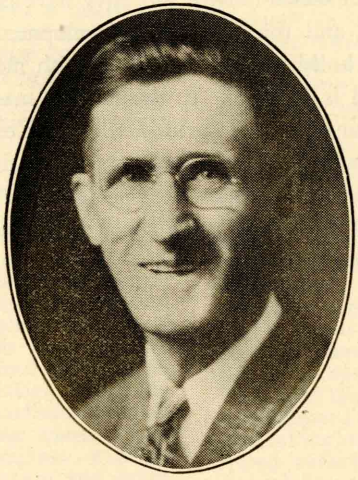

IVAN MILES
Miscellaneous Department
Columbia Conserve Company

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THE world that we must seek is a world in which the creative spirit is alive, in which life is an adventure full of joy and hope, based rather upon an impulse to construct than upon a desire to retain what we possess or seize what is possessed by others. It must be a world in which affection has full play, in which love is purged of the instinct of domination, in which cruelty and envy have been dispelled by happiness and the unfettered development of all the instincts that build up life and fill it with mental delight. Such a world is possible. It awaits only man to wish to create it. Meanwhile the world in which we exist has other aims. But it will pass away, burnt up in the fire of its own passions; and from its ashes will spring a new and younger world, full of friendship, with the light of morning in its eyes.—*Bertrand Russell.*

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

75

ASHLAND FOLK SCHOOL

A Co-operative Enterprise in Living and Learning

ASHLAND Folk School is a co-operative enterprise in living and learning with the purpose to create a better order of life. It is rather a home than a school—hence the term "folk school." The social atmosphere is that of a good home where police force, artificiality, pretense, imperialism, self-interest, jungle competition, and exploitation of one member by another would mean disintegration and decay. The outlook of the school is not the psychology of revolt but rather a quest for the art of living life appropriate to human beings. The purpose is: (1) to get rid of rubbish, (2) to so rescue real values from perdition, and (3) to create new essence through which life spirit may express itself.

The folk school is a school of the people. It is an integral part of the neighborhood in which it is located. Its primary support comes from local neighbors and others who come from distant points to share in the life of the school. School and neighborhood unite in day and evening discussion, play, work, and study. One evening each week during much of the year young and old meet at the school in a co-operative program. Members of the neighborhood furnish the music for the singing games, folk dancing and other dancing without charge. Families bring cream and cakes and the school furnishes the coffee. The only financial charge is for occasional lecture fees.

This folk school is attended by people of all interests and walks of life (and some have to *walk* when they come from distant places). Here one finds native born and foreign born, colored and white, Jew and Gentile, Catholic and Protestant, believer and disbeliever, farmer and urbanite, skilled and unskilled, office worker, manual laborer, locomotive engineer, teacher, trade union organizer, retired business man, banker, street car conductor, et cetera. The entire control of the life of the school is in the hands of those who live and work in it. Each succeeding school group is self-governing.

The curriculum is created by those who participate in the educational experience. The personal experience of members of the school (including questions, ideas, hopes, and observations) is considered more fundamental educational material than pre-arranged courses or assigned lessons in text books. Of course, many, many great books are read. The plan and procedure recognizes no place for "educated classes" and "uneducated classes" in a humanly decent order of society. There is no worshipping at its shrine of an aristocracy of learning. Adults over eighteen years of age are admitted without regard to former schooling.

The school purposes to create the conditions under which grown people will learn to educate themselves and relate themselves to one another. This school grows out of a faith in people, in life, not out of a faith in schooling. Academic mechanisms such as grades, diplomas, credits, compulsory class attendance stand in the way of people learning to educate themselves, and to relate themselves to one another as human beings. This folk school is only one of the many developments in adult education, but its central emphasis is upon creative human living rather than intellectual spinning. Ashland is not an attack upon the academic school system but has no relation to it. It is a determined adventure in living life humanly; that is, intelligently, zestfully, co-operatively, creatively, and reverently toward one another.

This school is not an attack upon our economic system. Rather, the Director of the school is of the conviction that our economic system based upon exploitation of life and wealth for private profit, upon self-interest as the motivation of men, and dog-eat-dog competition as its method, is a wornout pattern not worth fussing about. Whatever may have been

the advantages or disadvantages of this pattern in the past we must create something better or perish. We may have to look at this sick patient occasionally to cause us to repent our sins and live anew. We may have to be reminded of its senility to keep us from wasting precious time in the creation of something better while the old pattern still holds together.

This system ramifies politics, religion, schooling, play and social relationships. While we are getting rid of rubbish we want to rescue from perdition such human values as: integrity, simple justice, responsibility, industry, co-operation, and good will and common confidence among men. Those who direct the policies of this school are well aware of the viciousness with which some of those holding privilege and power in a passing order will strike at those who are determined to live more humanly. Ashland purposes however to use all its energies to so live and learn, and work, and play that life in the school may be a prophecy of the life of human society.

Many folk school people believe that the most valuable education should take place in the work of life. To that end the time spent in the school is relatively short. The Winter Folk School session is ten weeks. The Summer School for Adult Education is a five weeks session. This school prefers that students shall have been out of school actively in that work of the world one year or more. The dignity of labor is the daily attitude. Each and every person including the Director shares co-operatively in the daily work of the school. Ashland does not try to "educate" or "train" folks away from their previous work, though sometimes an acute occupational maladjustment necessitates a change. The aim is to have the student go back to his or her work with a clarified vision and determination not merely to tear down and destroy but recreate and readjust the life, the occupations, the home, the neighborhood, et cetera. Those who attend Ashland not only acquire information and develop ideas, they acquire skills in conducting group discussion, developing home and neighborhood recreation and in carrying on co-operative neighborhood enterprises. The Director hopes that they return to their work with a conviction that the chief product of the farm is the farmer, the chief product of the soup factory is the soup maker, and that we should so build the workshop of the world that it becomes the university of humanity.

The whole life of Ashland is organized on the basis of co-operative economics. All daily work such as dishwashing, table service, sweeping, et cetera, are done co-operatively. Each week there is a complete re-assignment of "jobs." The folk dancing, folk games, and singing commonly used by the group is a co-operative experience as contrasted to the individualistic modern dancing and the highly competitive sports. The learning process itself is a co-operative experience, but there is no attempt made to fit any person into a standardized mold. The process of group thinking and discussion is continuously in operation. Each day at the meal table questions in regard to outdoor picnics, special classes, visits to neighboring homes, and all such matters of group action are discussed and decided by the group as a whole, not by a school officer. All available people from the various co-operative enterprises are brought to the school to lecture.

This co-operative method of procedure makes possible a very low financial cost. Present cost of board, room, laundering linen, tuition, use of library, and attendance at special lectures is less than ten dollars per week. Some of the food supply is produced on the school property. Soon all the garden vegetables, grapes, berries, chickens, eggs, and pork should be produced at the school. The Director and his wife are paid a small salary by local people for their services in the community. They have never received any salary from the school.

The Winter Folk School session is designed primarily for young adults, eighteen to thirty years of age. The Summer School for Adult Education also attracts many more mature people who come during their vacation. Frequently special week-end meetings are held at the school. Perhaps the most significant of these have been fellowship meetings of farmers and city workers who have learned to face together here many vital issues of the times. We have all learned much from one another. Intensive group discussions sometimes continue to late hours of the night. Many have testified to great values derived from experience at Ashland. It is our hope that all will go forth determined to share in such adventures as Columbia Conserve Company for the building of a better human society.

CHESTER A. GRAHAM,
Director, Ashland Folk School.

UNEMPLOYMENT INSURANCE: THE AMERICAN WAY

NOW that the jolts of the world's recent economic accidents have so damaged and depleted the fortunes of industrial and commercial workers that they are unable to buy our products, thereby jeopardizing our own employment stabilization policy, most of us realize how dependent our group is upon the general welfare of all the workers of the nation. With the failure of charity as a last resort for the jobless millions, serious thought has been applied to the devising of Unemployment Insurance measures which will alleviate some suffering, as is done in Europe, and which may incite industry to stabilize employment in the good old manner of "individualism."

This article is a brief resumé of the four outstanding American plans, with a few comments on their merits, but with no apology for this departure from traditional and mythical American methods.

Briefly, the four bills may be listed as: The American Association for Labor Legislation bill, the Ohio Consumers' League bill, John R. Common's measure, and the Michigan plan.

They all contain provisions for the benefits to be paid, contributions to be made, what is to be done if the funds are insufficient, and for incentive to employers to aid in stabilizing their industries. This last feature distinguishes these measures from European systems; consequently the term dole is most certainly erroneous if applied to any of these American plans. While there are these similarities between these measures, there are also significant differences, which I shall disclose by discussing first the Ohio and Michigan plans which are almost identical, and then comparing them with provisions in the other two bills.

In the first place, out of the insurance fund collected by the states, benefits amounting to 50 per cent. of the individual's wages are to be paid for a period of thirteen weeks. The maximum payment is set at eighteen dollars and seventy-five cents, and the applicant must wait two weeks for aid.

Three parties contribute to the fund. The state pays for administration, workers contribute 1½ per cent. of their wages, while the employers' payment averages from two to three per cent. of their payroll. All of this money is pooled in one fund, and when employment is regular, the employes contribution is reduced as an incentive for greater stability. Thus, less than five per cent. of a state's weekly payroll would be set aside as a reserve for a perpetual army of unemployed estimated at about ten per cent. of the normally employed persons. In case of an emergency, payment of benefits could be reduced throughout all industry, as was recently done in Germany.

The Michigan bill actually reached the state legislature, as did Prof. Common's measure, in Wisconsin. The latter is distinguished mainly by a maximum benefit of $10.00 per week paid out of a fund accumulated solely by the employer. Contributions would fluctuate between one per cent. and three and a half per cent. of his weekly payroll. Each account is kept separately, so that responsibility for lowering insurance costs rests solely with the individual establishment. Furthermore, this bill goes to the extreme in placing the cost of unemployment on the party which should bear it directly, industry, by exempting not only the state, but also labor.

The Association for Labor Legislation makes the usual provision for thirteen weeks benefits, at a maximum of ten dollars a week. Here too, the worker does not contribute, but the state does pay for administering the fund, and the employer contributes 1½ per cent. of his payroll, with the prospects of a cash dividend should his particular industry be stabilized. Because of the low rate at which the fund would accumulate, it is doubtful whether this bill would meet the needs of an average unemployment of ten per cent., even though benefits are limited to ten dollars a week.

These are the main features of suggested unemployment insurance programs. They are a practical form of relief, but our experience on a fifty per cent. deferred salary would indicate that they offer but little attraction for voluntary idleness, even if there are loopholes in the strict requirements for payments by which wicked loafers might profit.

Of course, these measures are not designed to rectify a major breakdown of the economic system; at such a time as the present their only influence would be the distributing of a considerable amount of purchasing power among a large portion of the population, who might be able to stimulate for a time the trade of the nation. It is doubtful, too, whether industrialists will be stimulated sufficiently by the remunerative incentive contained in the bills to really eliminate the business cycle, which is part and parcel of a competitive system. The most valuable contribution that would be made under such insurance schemes would be the

statistical records on unemployment by which we might judge accurately the severity of a breakdown, without having to rely on the guesses of the politicians. Furthermore, here is another step in the recognition that industry is social as well as economic; that it is not merely a means of personal enrichment, but the servant of mankind, and that the state is responsible for the conduct of the national economy. Because of the fact that each proposal theoretically avoids this implication, it is difficult to adjudge which one would go the farthest towards that goal. We may only conclude that those involving both the state and industry financially are the most acceptable, a qualification excluding only the Common's plan.

MILBURN FORTH.

MRS. COLUMBIA EXPLAINS THE MEDICAL DEPARTMENT

MRS NEIGHBOR: Dear me, I am so worried about Johnny. I wish we could afford to have his tonsils removed, but with Mr. Neighbor working only part time, we simply can't afford it. How did you manage it, Mrs. Columbia?

Mrs. Columbia: Well, you see we have a medical department at the plant, and our little girl's operation was taken care of through that.

Mrs. Neighbor: Do you mean that it cost you nothing to have the work done?

Mrs. Columbia: Yes! The medical service provided by the Columbia Conserve Company costs the individual nothing personally. You see employes get full medical service for themselves and their dependents. The whole family is cared for.

Mrs. Neighbor: But surely you don't get all your hospital expenses too?

Mrs. Columbia: Every cent. In fact we have everything you can think of in the way of medical care. Two doctors for house calls and service at the plant; the attention of specialists whenever necessary, complete dental work and occulist services, all paid for by the company. In fact the only thing I can think of that we have to pay for is an occasional prescription or the lens in our glasses if we happen to break them, which amounts to very little.

Mrs. Neighbor: I think that's wonderful to work for a company that is kind and considerate of its employes. That's what you might call real charity. I'm sure Mr. Neighbor gets nothing from his bosses.

Mrs. Columbia: Oh, but the Columbia employes aren't getting favors or charity from bosses. They own and run the plant as a group. This medical service in a way might be likened to a dividend. It is part of their compensation as workers in a co-operative factory.

Mrs. Neighbor: Why don't they pay cash dividends or higher salaries and let you go to whatever doctor you want to. Don't you think that would be better?

Mrs. Columbia: No, I don't, for two or three reasons. In the first place, you couldn't possibly get any better or more competent medical attention. It's the best the city offers. Then as a group the total cost per capita is much less than if each pays his individual bill. Besides our doctors and the group are just as much concerned about preventive measures as curative ones and in the long run that will save much money and needless pain and worry. And that can best be done through group control.

Mrs. Neighbor: Just what do you mean by preventive measures?

Mrs. Columbia: Everyone coming under the department gets a physical examination once or twice a year. You'd be surprised how many troubles can be checked or corrected before they become serious. Teeth are examined and cleaned two or three times a year. You can easily see how this will prevent decay and save your teeth and incidentally dental bills later.

Mrs. Neighbor: It must be a great relief not to have to worry about doctor's bills.

Mrs. Columbia: I'll say it is. Why, do you know I used to try to keep a fairly good sized medical fund to meet emergencies, but while we never had any extended illness in the family, yet its possibility was always a source of worry, because no matter how hard we tried, we were never able to accumulate anything like enough to pay for a major operation, for instance, or any medical service that might be expensive. We always had to keep nibbling at such a fund for other necessities. Why, in my opinion, the relief from this worry alone is worth all the Medical Department has cost.

Mrs. Neighbor: Isn't there danger that some people will be running to the doctor all the time, adding unnecessary cost?

Mrs. Columbia: There may be such cases, but they are very few. There are probably more people who have to be urged to seek the necessary help. On the whole the people have been just as reasonable about the medical service as they would be if they were paying for it individually.

Mrs. Neighbor: Well, it sounds good to me. It's quite a new idea, isn't it? I never heard of anybody else doing it.

Mrs. Columbia: It is rather new, but there are a number of groups that have a social medical program, maybe only a partial one, or in a different form. But I doubt if there is any industrial concern that has as complete a medical program as Columbia. So while it is a new idea, it is a growing one. I have noticed in several magazines in the last year or so, articles by progressive medical men and laymen as well, who are of the opinion that social medicine in some form or another is the only way the average person can receive adequate, competent medical attention.

Mrs. Neighbor: I'll have to run along now. I surely was interested in what you told me about Columbia. Will you tell me more about it some other time?

Mrs. Columbia: Surely, I will be glad to tell you anything I can.

Mrs. Neighbor: All right. Thanks ever so much. Good-bye.

English in America

What is a sleeper?

A sleeper is one who sleeps. A sleeper is the name of a carriage on the railroad on which a sleeper sleeps. A sleeper is a block that holds the rails on which the sleeper runs while the sleeper sleeps. Therefore, while the sleeper sleeps in the sleeper, the sleeper carries the sleeper over the sleeper until the sleeper which carries the sleeper jumps the sleeper and wakens the sleeper in the sleeper by striking the sleeper under the sleeper, and there is no longer any sleep for the sleeper who was asleep in the sleeper over the sleeper.

Batfour R. Cohen.

Making Sure

All the cameras were placed in position for the big "shot" in the film.

The producer was giving the chief actor his final instructions.

"Now then," he said impressively, "you will be pursued for about two hundred yards by the lion."

The actor nodded his head.

"Two hundred yards," he repeated.

"That's right," replied the producer, "not a yard farther. You understand?"

The actor paled. "Yes, I understand," he replied, "but does the lion?"

A motorist, who was picked up unconscious after a smash, opened his eyes as he was being carried into a garage close at hand. He began to kick and struggle. When he was afterwards asked the reason he explained that the first thing he saw was a Shell sign and that "Some darned fool was standing in front of the 'S.'"

"To think I once saw grocery shops
With but a casual eye,
And fingered figs and apricots
As one who came to buy.
"To think I never thought of how
Bananas sway in rain,
And often looked at oranges
And never thought of Spain.
"And in those wasted days I saw
No ships above the sea,
For grocery shops were grocery shops
Not hemispheres to me."

Our highest truths are but half-truths. Think not to settle down forever in any truth. Make use of it as a tent in which to pass a summer night, but build no house of it, or it will be your tomb.

Ernest Crosby.

"In the never ceasing struggle between force and intelligence, between command and persuasion, the doers and the thinkers, the doers have won the pitched battles but the thinkers have won the campaigns."

Zimmern.

"If a man can break the law to get beer now, I wonder if next winter he can break the law to get bread."

Rev. J. E. James,
London, England.

"For God's sake believe in something —even if it is only in the existence of the devil."

J. Ramsay MacDonald.

"The source of all our present troubles lies in the illusion that we could live more luxuriously after the war than before the war, in spite of all that wasted wealth and the four and one-half years devoted to destruction."

Sir Philip Gibbs.

"Artificial inflation of stocks must be considered a crime as serious as counterfeiting, which it closely resembles."

Andre Maurios.

Current Events

By the Man in the Street

EVERYONE agrees the depression was caused by insufficient purchasing power on the part of the masses. That this condition is getting no better is indicated by the report of the U. S. Commissioner of Labor Statistics. The commissioner points out that from December, 1925, to June, 1931, "The cost of living of the workingman's family fell about 15 per cent. and the total amount disbursed in wages in manufacturing industries dropped almost 40 per cent." Which probably accounts for the fact that Hoover's "prolonged but temporary depression" is more prolonged than temporary.

* * *

"The Government must stay out of business" now seems to be obsolete. A case of dividends and profits being the reward of successful effort, while losses are a community risk.

* * *

Our big men are doing a splendid job of demonstrating that it is only a short step from a prosperous nation to a nation of paupers.

* * *

But then Mr. Hoover talks the most interestingly and is at his best when predicting the early return of prosperity.

* * *

Our big men continue to remind us that fundamentally we are sound—it is just business that is bad. You understand, there is absolutely nothing wrong with the patient—it is just that he has the smallpox.

* * *

With the newspapers full of items about gangsters and racketeers, the good old U. S. A. has just about progressed to the point where it may soon be known as the land of the spree and the home of the knave.

* * *

The newspapers inform us that there is a slight improvement in sentiment and things are on the upgrade. It is to be hoped the upturn will last longer than the usual two or three weeks.

* * *

A friend connected with the stock market informs us that when the market breaks less than 3 points, they call it a Hoover rally.

To read some of our papers, one would think the British dole caused Britain's depression instead of the depression producing the dole.

* * *

Another bunch of banks go boom—which seems to be the extent of the Hoover-predicted business boom.

* * *

Why call them bank and trust companies? Bank and bust companies would be much more appropriate.

* * *

"Create confidence!" If we don't, the people may discover that our captains of capitalism were merely corporals after all.

* * *

"These really are good times," says Henry Ford. The best we'll see for a long time.

* * *

Says John D., Sr., "We have reached the peak of the depression." If this is the peak, what will the bottom be like?

Fish, Flesh or Fowl?

Little Jean (getting her first sight of a peacock): "Look quick, Auntie! One of our chickens is in bloom."

Almost any motorist will give a lady driver half the road gladly, if he can find out which half she wants.

Hitting Home

"Why does a red-headed girl always marry a quiet fellow?"

"She doesn't. He just gets like that."

Mrs. Muggs: "Do you understand the gold standard idea there's so much in the papers about, Mrs. Ruggs?"

Mrs. Ruggs: "Sure and it's the same for women as men, I'd say."

"Your wife has been delirious all day," said the nurse, in a worried tone, "calling for you and crying for money."

"Hah!" snorted friend husband. "Delirious, hell!"

Teacher: "Who can tell me what the former ruler of Russia was called?"

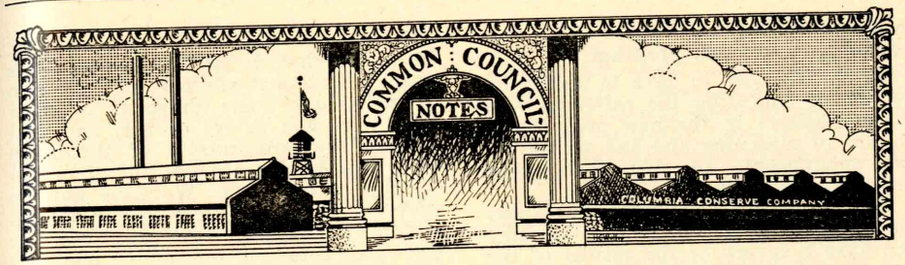
Class (in unison): "Czar."

Teacher: "Correct and what was the wife called?"

Class: "Czarina."

Teacher: "Correct and what were the Czar's children called?"

A pause, and then a small, timid voice piped up: "Czardines."



Special C. C. Meeting, November 30

Chairman, C. W. Knapp.

Full plant attendance. Monday, 7:30 a. m.

The chairman called the meeting to order, stating that the meeting had been called at the request of Mr. Hapgood, who wished to present a resume of general conditions as he saw them at this time.

Mr. Wm. P. Hapgood proceeded to give to Council a resume of conditions which he stated he would divide into three parts, covering (a) sales, (b) profit and loss, and (c) discipline. Beginning with the problem of sales, Mr. Hapgood said that he had noticed a great change in our sales situation, especially during the past several months, and perhaps for an even longer period, and that the continued period of depression in business generally was showing its effect amongst our customers. He stated that he thought there would be a hard struggle ahead for survival amongst individual private label jobbers, meaning those not in voluntary chains, and that these jobbers would be inclined to throw over difficult items in their line because of competitive conditions. He stated that a number of independent wholesale jobbers were dying out and mentioned several instances amongst our own customers, among them Dodge Sweeney and other coast jobbers. He stated that we had found it necessary to give repeated assistance to these jobbers and that follow-up results were not what they should be, and this method was entirely too costly to keep up. Mr. Hapgood thought that general business conditions might force down general price levels and that if this occurred, consequent lower standards of living would result. He stated that only such businesses as are in very good shape these days were in position to combat the situation in which they found themselves.

He thought that Mr. Ford was a very good example of complete ruthlessness in dealing with the humane element in his business at this time, and that while he had enormous financial reserves, he paid absolutely no attention to the labor element involved, as was exemplified in his closing down of his factories for a long period of time, which resulted in unemployment for numberless employes of his.

So far as our own sales situation was concerned, it was suggested that, as has been expressed in Council in previous meetings, it was very necessary that we find new outlets for our goods to supplement the ones we have already. Our entire sales force did not happen to be in complete agreement with Mr. Hapgood on this problem, and this made the situation somewhat difficult. Mr. Hapgood was of the opinion that we could not wait indefinitely for action on this matter, and we must take immediate steps to build new outlets. For this reason he had inaugurated the Columbia label program. He then gave a brief history of the building of the private label field which had occurred since 1910, and the belief that he had formerly held to the effect that the private label business would sustain itself. This had not proved entirely true and it had required repeated assistance on our part through campaigns and retailer education which was very costly, and did not always give continuing results. It was believed now that it was necessary for us to include a factory label in our program and that while this means hard work, he believed it could be done.

Because of the disagreement amongst the salesmen as to the advisability of the Columbia program, it had been necessary for Mr. Hapgood to divide the Sales Department into two fields, Department No. 1 being responsible for Columbia label and voluntary chains and certain other areas, while Department No. 2 is responsible for the private label jobbers who are not affiliated in voluntary chains together with a certain few customers in territory covered by Department No. 1. The reason for this decision as given by Mr. Hapgood was because he had not sufficient strength to battle on two fronts at this time, and he felt he must have

freedom to follow the dictates of his own reasoning on the new program.

He did not wish to have to undertake the job of educating the salesmen who did not believe in the new program to his line of reasoning and had set up the two departments so that each could function separately.

He next gave a brief statement about the financial condition of the company and gave a review of the results of the first four months of the present fiscal year. He stated that he foresaw the possibility of larger losses for the entire year than our sinking fund would cover. He asked Council to reconsider our 20 per cent. deferred salaries which are now placed in the Sinking Fund, with a view to enlarging this amount if it seems wise to do so. He did not make a lengthy report on this subject because the figures spoke for themselves and there would need to be careful investigation of all the facts before a decision could be arrived at.

The next subject dealt with the problem of discipline and Mr. Hapgood stated that he did not mean by the use of this term to imply that discipline always resulted in discharge, but that it could mean any method of correcting weaknesses in the organization. He said he believed there was a decided weakness in the organization now and that there was a certain element within the plant who considered our plant as just a reform school. While he believed that this was a desirable social thing to do if we had time and strength and knowledge to perform it, we have not the time at our disposal, nor the strength, to be a reform school at this time. He stated that in his opinion our chief job now was that of reforming a system with no special stress on individuals. Our job was to make a successful business of our company under the type of management we have, so we could point out the need for change in the present system of ownership and management and show a concrete example of what could be done. He stated that he was interested as much, if not more, than anyone else in the organization in individual mental and physical problems, but our major interest at the moment was in reformation of a system of industrial management which was contrary to the best interests of the workers involved. Our procedure now must be to be guided by a majority opinion since we could not hope to have unanimity of opinion at all times.

Mr. Hapgood summed up his remarks by prophesying that in the next twenty years we either shall have a new social order or chaos resulting from revolution. He stated that in his opinion the trade union philosophy was one of protection of individual trade unionists whether they were bad actors or not, and that usually everyone outside of the union were considered scabs and, therefore, not worthy of attention. We have quite a different philosophy here in our organization, recognizing that at times we have bad actors in our midst, and that those persons need discipline in order to become better citizens.

He stated that he would be glad if there were questions on any of the points he had raised, to try to answer them, and the chairman opened the meeting for discussion.

Leo Tearney asked the reason for this exposition of the sales situation before the group. The answer to this was that he merely was placing the summarized facts as he saw them before Council for consideration and information concerning the whole problem of sales.

Arlie Myers asked what kind of outlets were being sought for Columbia label goods and wished to know if these included only voluntary chains. Mr. Hapgood replied that voluntary chains or others would be utilized where available. He mentioned the Regal and Checker stores as two typical outlets of the kind we are seeking. He stated that the thing of chief importance was for the organization to have a common store front so that this store name could be used in following up our sales work with publicity so that consumers would find it easier to locate our goods. We expected to inform the public of our social policies and to seek consumer support because of them, wherever possible.

Mr. Hapgood explained that there has been several mistakes made by Powers in his earlier selection of certain customers for the handling of our Columbia goods due to inexperience in the field, and mentioned the starting of the Rochester Grocery Company and Kotlier & Willar, but these selections were valuable mistakes in experience gained. Mr. Hapgood explained that it has been necessary to make three calls upon Miner Reid & Tullock Company, in New Haven, before he had succeeded in convincing Mr. Tullock of the advisability of handling our goods. It was expected that we would get a lot of publicity for our goods in New Haven and in the district surrounding that territory. Demonstration plans were being discussed for the New Haven area, and there was a possibility that we might use economics students from the sociology classes conducted by Jerome Davis at Yale University for demonstration work in New Haven. It was felt that these demonstrators might be trained by Ethlyn Christensen or someone else from our organization, and that we might pay these students a per diem rate and they could do such demonstration work as would be required possibly on Saturdays. Perhaps later this plan might be worked in other areas in connection with colleges and women's universities if this seems a successful method of advertising our goods. Our problem seems to be one of creating consumer demand. Mr. Hapgood mentioned the situation with Sprague Warner & Co., one of the strongest wholesale houses in Chicago, and stated that they had attempted to stimulate their trade through advertising which had not succeeded to date.

Arlie Myers said in his opinion the most necessary thing for us to do was to keep the individual store owners so sold on our goods that they will naturally talk Columbia label products. He believed that it would be very necessary for us to keep in frequent touch with the individual store owners until our goods were firmly established.

Mr. Hapgood said that he believed it would be a long continued fight ahead and he didn't look on the prospects of building up the factory label field as any joy ride. His preference would have been to see the upbuilding of the private label field.

Milburn Forth asked whether New England seemed more auspicious for launching our new Columbia program than any other section.

Mr. Hapgood replied that there were two reasons why he considered New England especially good for starting this program: (a) Colleges were numerous in that section and we could get a good deal of support from professors and socially minded people in that area, including even some college presidents, and (b) we have only a few private label jobbers in that territory. S. S. Pierce Company and Twitchell Champlin Company both were agreeable to launching the Columbia program, and the latter company thinks that the Columbia label might even strengthen their own label, the Hatchet brand. Our problem will be to create the least possible arousing of emotion amongst our present private label customers. Mr. Hapgood stated that he intended to see as many of our private label jobbers as he could to explain to them the reasons why we wished to launch the Columbia program and to get their opinions and consent wherever possible. He had already called on a number of such men and in most instances had received a favorable response from them. It was his intention to call on all our private label customers in Indianapolis with this purpose in view.

The next discussion centered on the subject of profit and loss.

Dorothea Nord Holt asked whether it would not be possible to wait until the first of the year when a six-months' check on our operating results was scheduled anyway and at which time we would re-evaluate the whole problem in the light of whatever facts were shown. Mr. Hapgood asked "why wait," because he considered it an urgent need to consider this problem before another thirty days elapsed. He said that he wanted an estimate from Sales Department No. 2 on their sales forecast for the balance of the present fiscal year.

Howard Herner said that it was impossible to give an answer about our future financial position without study of the exact position we are in at the moment with respect to finance. He stated that a sales estimate would be necessary before such a forecast could be made. He suggested that it would also be advisable to reduce expenses wherever possible. Mr. Hapgood replied that he had already prophesied sales and submitted his estimate some three months ago and had asked Department No. 2 to submit a budget at that time. He said that only wise saving in expenditures should be indulged in, and mentioned the fact that the big problem would be that of spending money wherever necessary in as wise a manner as we could. He pointed out that the problem which was paramount in the world today was that of distribution, and drastic curtailment of expenditures by everyone was partly responsible for the standstill of business generally.

The discussion then centered on the third subject, which was that of discipline. Kenneth Lucas asked Mr. Hapgood what his intentions had been concerning the appointment of the Personnel Committee and whether he had intended persons to serve on that committee who were leaders or were from the rank and file. Mr. Hapgood replied that insofar as he remembered his intentions, they were neither leaders nor rank and file, but rather people who are in a position to know about the problems of production, which perhaps would amount to the same thing as being those in position of leadership. He stated that it was idle to have rank and file members serving on such a committee merely to pre-

serve a democratic form. Democracy is not just a doctrine, but is a manner of living. He mentioned the instance which occurred during the preceding week, of the Sales Committee decision on the price of tomato soup which had been carried by majority opinion and stood as carried. Personnel problems would have to be handled in the same way, and we would have to submit to the will of the majority. Ethlyn Christensen explained that her point about wanting rank and file members serving on the committee was because she thought there was a need for representation of difference in experience on the committee. Mr. Hapgood stressed the point that he had made to the effect that he preferred persons to serve on such a committee who were *chiefly* responsible for production, who were technicians and experts in their field. Arlie Myers gave Council a brief resumé of a conversation he had had on last Saturday with Mr. Heist, when Mr. Heist had given him the impression that our leaders were not wise enough to handle personnel relations. Arlie stated that he had been considerably angered by some of the remarks made by Mr. Heist. Mr. Hapgood replied that Mr. Heist's past experience was that of, for want of a better term, "A saver of souls," which made it difficult for him to fit into the environment of an experiment like ours and to realize that long years of experience within the company had proved that certain means were valuable as methods of procedure in our handling of personnel.

A general summary of the appointment of this Committee on Personnel Relations was given, information about which is covered completely in previous Council minutes.

Homer Shelley made a remark about the committee appointment by the Committee on Committees and reminded Council of the difficulties of having a recommendation of the committee accepted even though there was a majority opinion in favor of it.

Mary Lipferd and George Gregory both spoke to the point that there was not a complete misunderstanding about the intention of the committee or the intention of the kind of persons who were to serve on the committee, but there were just a few who objected. George Gregory stated that he was interested in securing more strength amongst the whole group and that all of us should be learning to discipline each other. Mr. Hapgood summed up the intention of the Personnel Committee action, so far as he was concerned, by stating that the job of the committee was to secure immediate action on cases which required such procedure when quick disciplinary measures needed to be taken. When asked his opinion of the fitness of the persons who had been elected to serve on this committee, he asked to have the membership of the committee named. The Personnel Committee was named as follows: Estella Franz, Chloe MeHarry, Arlie Myers, Albert Hines, Walter Mullen, with Jack Evans as ex officio member. Mr. Hapgood objected to Jack as an ex officio member on the committee because he did not believe Jack was qualified for service since he was not sufficiently informed about problems of production. It was pointed out that Jack's connection with general personnel matters at the plant was the chief reason for his appointment as an ex officio member of this committee. Mr. Hapgood replied that Jack would not be devoting much time to personnel matters in the future because the majority of his time was being taken up with sales work at this time. This matter would have to be discussed by Council at a later date so far as Jack's future service on personnel work was concerned.

It was explained that this committee was accepted for service only for a period of six months, after which time the whole problem would be reviewed and some more generally satisfactory conclusion reached.

Ethlyn Christensen stated that she now believed that one man was sufficient for the job intended for this Personnel Committee and thought that Bert Hines would serve well for the purpose intended.

It was explained that no dictator was needed or desired. Dorothea Nord Holt explained that one of the chief purposes of the committee was to relieve from any one person the sole responsibility for reaching a conclusion such as would have to be reached where disciplinary measures were necessary and quick action needed.

Mr. Hapgood stated that he was interested in having more than one person on this kind of committee and did not agree to the dictatorship kind of method. He asked further who the persons were who were recommended for service on the committee by the minority who wished rank and file representation. It was explained that Ethlyn Christensen had wanted Laurence Roberts to serve and that Willie Kalscheuer and Glen Lipferd had also been mentioned. Mr. Hapgood said that to his notion no one of the three was acceptable for service on the committee, as he thought of it, except possibly Glen Lipferd. He added that he thought there was a distinct tendency amongst a certain group in our organization to want the retention of everyone on the pay roll in spite of actions which they might commit which were contrary to the best interests of the whole group.

Ethlyn Christensen said that she did not want only one point of view represented. She was interested in the retention of group spirit and that *all* of us are a group of owners. She also stated that she was not always opposed to dismissal and on two occasions had voted for it when she thought the circumstances demanded it. Mr. Hapgood summed up the discussion by stating that he thought it was presumptious on the part of certain individuals within the organization to criticize our system of procedure which had been developed after fifteen years of educational experience when the outside experience of these persons did not justify their presuming to tell our group how to proceed. He thought it was necessary for these persons to learn more from experience within the group as to the best methods for us to follow.

The meeting stood adjourned at 9:30 a. m.

Those who participated in the discussion included the following:

Wm. P. Hapgood, Leo F. Tearney, Arlie Myers, Milburn Forth, Dorothea Nord Holt, Howard Herner, George Gregory, Homer Shelley, Kenneth Lucas, Mary Lipferd, Ethlyn Christensen and Basil Covert.

Regular C. C. Meeting, December 4

Chairman, C. W. Knapp.

The meeting was called to order by the chairman, and the minutes of the last meeting were summarized. No decisions had been reached in that meeting which had been held for the discussion of various problems of general interest.

The first matter on the agenda was a request for a leave of absence from December 10 to December 31, without pay, for Edward Burpee. This matter was presented by Howard Herner, who explained that Ed wanted this time so that he might visit his sister in the East. It was moved by Howard Herner and seconded by Leo Tearney that we grant this request. Taken to a vote, the motion was carried unanimously.

The next subject was with reference to an unemployment benefit entertainment which was to be held by the city and county employes at Keith's Theatre under dates of December 25, 26 and 27. Tickets were to be sold at 50 cents each, and the organization wanted to know whether or not we would like to buy some of these tickets. Milburn Forth asked about the details of the work of the organization, and a summary of this was given by the secretary. The city and county employes have been donating 1 per cent. of their salaries for some months past, which is put into a fund for the benefit of unemployed persons in the county. It was mentioned that we now sell our tomato puree to this organization at cost price so that it can be used for making soups which are distributed through soup kitchens maintained by this organization. Arlie Myers suggested that we get some representative from the organization to come here to tell us about the proposed entertainment. Homer Shelley agreed with this suggestion. It was taken by general consent that we ask some representative to come and present this matter to us, at some noon hour during the coming week.

The next subject on the agenda was a discussion of the Standards Department, and it was explained that the balance of the meeting would be devoted to this discussion. Mr. Fredrick Shanley had been in the plant all day investigating the work of the Standards Department, and was asked to introduce the subject of the evening.

Mr. Shanley gave a resume of the purpose of standards and opened his remarks by stating that standards were commonly regarded as merely a means of measurement. We are familiar with various kinds of standards in every-day use such as a foot, a pound, a kilowat, etc. In business there is now a standard of profit which is a gauge in results or conditions. Standards in a business organization are needed so that operating conditions can be known promptly and effectively, and leaks or losses in many cases may be checked more readily. From this point of view, more standards and not less may be advisable for our own plant. Mr. Shanley pointed out that in standards time analysis, the standards set represented what it should cost to perform a certain operation. Actual results would show either gain or loss in relation to the standards set. Standards represent an analysis made to determine standard labor costs and should tend to eliminate that which is unnecessary in performance of operations. After such elimination of lost motion, that which remains should be standard.

Analysis of conditions within our own

organization and setting of standards measurement for operations would enable us to find the weak spots in our methods of operation and enable us to cut them out. This would be very necessary to keep account of because unless we did have as strong an organization as possible in productive efficiency, it would be impossible for us to meet current competition. Given correct information about the operation of standards, and the analysis of gains or losses from such standards, we would be able to know at all times just where we stood in the cost of producing our goods. All modern business organizations keep very accurate check on such operations.

It was also pointed out that with the proper use of standards we would have a check on operations throughout the plant which would make possible a better use of our labor power in more effective placement of equipment and people.

Following this general summary of the system and uses of standards in business, and just what use might be expected of standards in our organization, the chairman asked that the group ask any questions of Mr. Shanley about any phase of the subject they would like to have further information on. It was urged that anyone who did have a question should feel free to ask it in order to clear up the general misunderstanding about the question of the standards work.

Laurence Roberts asked Mr. Shanley if in periods of lessened business activities it would require less people to get the needed data on standards operations. He also asked how many people should be required to get the information which is now being obtained in our own Standards Department. Mr. Shanley replied that it would not take proportionately less people to get this data in periods of lessened business activities. It would depend somewhat on the use of the time of the persons involved. In our own case, workers are in the Standards Department doing other than just standards work, and this included the getting of costs and other records which were related to standards, but which were not necessarily part of them. William Hapgood asked if it is not likely to be true that in periods of low productive activity it would be a good time for planning and to prepare for future activity which would follow. The reply to this was in the affirmative. In many organizations a good part of the time of persons engaged in standards work is devoted to such things as improving methods of doing work.

Milburn Forth asked whether the kind of standards which is being done in our organization has any relation to the Frederick Taylor system. The answer to this was yes, and Mr. Shanley gave a brief history of that system, which is related to scientific management and time and motion study. Milburn asked whether motion study and study of working conditions are part of standard work, and the answer to this was yes. The next question was whether in checking over on standards operations, conditions were studied when our standards were set. The answer to this was yes. The next question was, "Are failures to meet the standards set due to wrong conditions or to individual poor performance," and the answer to this was that both things could be true. The next question was whether standards are based on theoretical assumptions or on an actual basis of study. The reply to this was that standards are set on an actual basis and included an analysis of the job to be performed. The next question was whether operations studied are timed. The answer to this was yes. The next question was, what good are standards in creating more efficient performance when the goods produced can't be sold. The reply to this was that there are also sales standards which are set which are meant to offset the increase in productivity. Sales standards are supposed to be watched as well as production of goods standards. This was a general problem which would not be considered as a charge against efficient performance when unused capacity was developed. The next question was whether proper ventilation and lighting were included as good conditions when standards operations are analyzed. The answer to this was, yes this is ordinarily true. All of the foregoing questions had been asked by Milburn Forth.

William Hapgood remarked that he did not wish the question about distribution to be passed lightly. Mr. Shanley remarked further that unused capacity is usually charged against profit, as that is considered the most scientific way of dealing with this problem. Mr. Hapgood said that he would like to have Milburn answer his own question about what should be done when there is a greater capacity for production of goods than sales warrant. The chairman stated that at a later time further discussion of standards would be entertained and a chance would be given then for persons within our organization to ask and answer further questions. At this time more questions should be asked directly of Mr. Shanley, because he would not be present at any other time for the purpose of giving us information.

Mr. Hapgood asked Mr. Shanley to talk about the emotional reaction caused by standards work in other plants.

Mr. Shanley stated that emotional resistance was usually found in most organizations against standard ratings, and the reason for this in other plants was because of a direct bearing on income as a result of performance. Sometimes standards were misused by organizations and workers were victims of a system in which their performance was increased while their incomes were not added to in proportion to the increase in productivity. This ought not to be true in our organization. We are all our own bosses and whatever gains are made are to the profit of the whole group. Mr. Shanley remarked about the annoyance of many individuals about being "checked up on," and stated that permanent results should be known for ends that were justifiable. We need to know competitive conditions and know how to meet them for our own group good. A question asked by Arlie Myers was, do you think that many more details than were originally intended in the installation of standards here are now being included in the work? Answer—there was not time during the day to find out exactly all that is being done, and a definite reply could not be given. Question by Chloe MeHarry: Was it not the original intention to have only one person and a part-time assistant to carry on this work? The answer was that the schedule of standards had been enlarged considerably over the original idea and many more things were being kept by way of records in the Standards Department than actual standards would call for, such as lost time, etc. It was explained that a record of savings effected is usually kept in other organizations, but it was not available here on account of the method of payment which we follow. Question by Chloe MeHarry: Do you feel that an actual case cost would be more valuable than standards? Answer—these are needed, but standards information forms a basis for determining such costs. A recommendation had been sent to the company by George Chesney some time ago when he wrote us regarding this matter. He gave an example of how standards costs should show expected results monthly. Actual costs should be known in relation to standards costs. An account for the difference, whether it be gain or loss, would be shown by the performance record. Question by W. H. Hines: If you have a unit cost in labor time on vegetable soup, would it be possible to know answers daily on costs of manufacturing this item? The answer to this was that present standards show these same results so far as labor involved is concerned.

A statement was made by Arlie Myers that in his opinion the standards work was proposed as an incentive for better performance at first but the work of the standards as being done now has become quite an expense to maintain. No startling results from this work had been shown to date to clarify the minds of those people who were critical of the work of the department. This has caused some of the confusion and dissatisfaction. The answer Mr. Shanley gave to this was that the work performed by the standards department would either be done by that department or some other department in the organization because the answers would still have to be known in order to get best results.

Question by Chloe MeHarry, has the personnel of the department developed to the point where two more people are required than was originally intended? The answer to this was, no. Wm. Hapgood asked whether results had shown favorably? Mr. Shanley replied that there was some improvement noted, and Arlie Myers supplemented this statement by stating that many small changes had been made in the organization which have been resulting in savings right along but these were either not generally known, or accepted as a matter of course.

Mr. Hapgood stated that no matter how much information you have if you remain emotionally opposed to the method you cannot use the information properly.

The chairman asked, do you feel that records now obtained, if used properly, would benefit the organization by making it possible for persons best suited to certain jobs to work on those jobs, and bettering conditions in the plant, etc.? The answer to this was, yes, results have shown that already. George Gregory asked the question, what would you advise doing with a person who consistently rates 50 per cent.? Mr. Hapgood elucidated this question further by stating that in our organization the persons who rate less than is expected cannot be released except for poor performance on account of bad attitude. Mr. Shanley replied that this would be a matter for

Council discussion and decision inasmuch as it affected our social policies.

Milburn Forth asked whether other organizations released ineffective people when standards were not met, and the answer to this was, "yes, sometimes." Milburn asked again about the study of conditions, preliminary to the setting of standards, and stated that it was his belief that the standard system was intended to effect greater efficiency through less effort. The answer to this was that machinery plays a large part in setting standards and naturally a large part of the increased efficiency and lessened physical effort was achieved in proper use of such machinery. Mr. Hapgood added that part of the purpose of any scientific management program was to cut down physical activity as much as possible and increase efficiency at the same time. Arlie Myers asked Mr. Shanley if he thought there was more chance or less to growl about conditions of things in our organization than would be found in other organizations? Mr. Shanley replied that there was just as much if not more growling here because there is much more chance for freer discussion in our organization. He said it was his opinion there was a lot of "hangover growling" because persons in our organization for the most part had had industrial experience in other plants and it was just a natural reaction for a certain amount of growling to be done.

Mr. Hapgood remarked that criticism had been offered quite freely from the sales department about the standards operations but at the same time the sales department insisted that their own performonce was not measurable. Production seemed to them to be quite a different thing and when quality or costs were affected they did not hesitate to state their opinions. He felt this was a case of seeing the mote in the other person's eye much more clearly than the beam in one's own. Red Knapp asked a question about the use of group standards versus individual standards and comparative results obtained from each. The answer to this was that in the automotive industry, for example, operations were largely based on group rates, but the whole group was held responsible for the maintenance of the standards. In individual rates the individual returns are known much more accurately. Usually there is a monetary connection with standards performance and increased efficiency resulted in increasing income. Mr. Shanley personally preferred individual rates whenever they could be obtained. He remarked that a group leader was usually responsible for the work of individuals in groups when group rates were used. Milburn Forth asked whether individual ratings were necessary to get best results. Mr. Shanley replied by stating that meeting standards was comparable to playing a game, and used the simile of playing golf which was to beat your own mark and striving for your best performance. Milburn Forth asked whether or not a greater understanding of the game we are playing in our organization was not necessary for the best performance in our group, and that our incentive was in final results obtained. Mr. Shanley stated that he thought there was a great deal of truth in this statement. Homer Shelley asked Mr. Shanley if he thought that one day a week would be enough for individual ratings rather than keeping daily ratings? The answer to this was, in principle he did not think this was a good method of procedure because a sequence was necessary for the best check-up on total results, though perhaps the weekly results, being merely a total of daily results, would answer certain purposes. Wm. Hapgood asked what advantage there would be to us to follow this procedure if it were not an acceptable way of working, and if the purpose was to cut down personnel and save expenses in this manner. Homer replied that there would be no gain as long as we had the labor power available, and the only gain would occur if a personnel reduction in the standards department resulted in such persons being used more effectively elsewhere.

Mr. Hapgood mentioned a paper which had been given by Mrs. Lillian Gilbreath, an expert in scientific management field, and read excerpts from this paper which had been presented by her at an open forum meeting in Chicago. Mrs. Gilbreath stated that scientific analysis was very much needed in modern business but that patience was required in order to understand the use of such data. Time was needed in effecting the best relation of people with jobs and much investigation had to be done in order to secure more happy results for workers, through the means of scientific analysis.

Red Knapp asked Mr. Shanley if he had any recommendation to make which would make our use of standards more effective. Mr. Shanley replied that he had not had time to prepare any detailed recommendation. The only thing he could recommend to our group would be in relation to the mechanism of the department. It would be up to our group what uses it would make of the data obtained by the department. Mr. Hapgood asked whether or not it was wise to *know* what a business was doing rather than to *guess* what it was doing. Mr. Shanley replied that it certainly was wise and necessary for a business to know absolutely what it was doing. Mr. Hapgood mentioned the fact that a wholesale jobber at Fitchburg has such a complete system in effect in his organization that he knows results every week end on actual costs during that week. The chief criticism Mr. Hapgood made of our own situation was that we have not used the information which we have gained, and it was up to us to find the proper use for this data. It was explained that at one time the Standards Committee had worked pretty successfully and at least the beginning of the use of the accumulated data had been effected. The power of that committee had been withdrawn later and the work of the department had not been utilized as fully as might otherwise have been the case, since that date. However, some department rates were going along very satisfactorily at that time. Arlie Myers made the statement that early in the fall he had been the one who had made the suggestion that only one person be retained in the department to get tomato costs so that the other persons who were in the department could be released for work in the plant generally because of our need for the services of everyone in the organization in productive activities at that time. Arlie stated that he had changed his mind since then and he now believed that we need individual ratings more than ever, and that our company needs them more than any other organization of which he knows. Mr. Hapgood asked for information about specific details as to the maintenance of the department. Mr. Shanley replied that he had been given certain figures during the day which had been obtained as to the cost of lost time due to our social program during the last year and there was a considerable value in knowing such data. However, $63,000 has been expended in the maintenance of our health program in covering lost time, etc., and in our social program in time devoted to committee meetings, etc., while the standards department had cost a total of approximately $6,000. If it seemed important to spend as much money as we have spent on the maintenance of our social program it would seem to follow that it would be important to us to know such facts as related to the carrying on of our business in the most efficient manner.

George Gregory stated that the chief objection of most people in the plant was that of "being checked up" on by those making this study or collecting the data for the ratings. Mary Lipferd stated that while she believed the standards department was valuable and ought to be continued she would like to have some information about the personnel of that department and the ability of those now on the job to perform the work satisfactorily. Mr. Shanley stated he did not feel qualified to answer that question at the moment. He gave an analysis of the work done by stating that some of it was purely clerical while other parts of it required considerable skill, such as time study and analysis of conditions when planning for better methods. Homer Shelley replied that in his opinion the department was about one-third efficient. He gave a general summary of the reasons why he felt this was true. He felt very strongly that there was considerable lack of co-operation on the part of many individuals in the plant with the standards department and this made it difficult for the department to get the data needed in any manner that could be called efficient. He also stated that machines could be obtained on the market now which would eliminate much of the hand work of figuring out results and we could get a great deal more work done if we had some of these calculating machines to work with.

Arlie Myers made a statement with reference to George Gregory and his general attitude about standards and resentment against individual checks, and stated that this has been known for the entire period of the work of the standards department in our organization. There were several others in the same class with George who resented the whole idea of standards. Mr. Shanley asked the question of the group as to whether or not we wished to scrap a thing that may be 90 per cent. of what we wanted it to be simply because 10 per cent. still had to be realized? Following this there was some discussion about different kinds of rates in the kitchen and shipping room and the variables which were encountered in the work in each department. It was stated again that the standard work as such had created a new problem for us and that the standards department had been a "step-child" in the organization and had not been accepted as fully as it should be for the most effective use of the work of the department.

Following these general remarks Homer Shelley suggested that Mr. Shanley come back on Saturday morning at

which time he would be pleased to go over the work of the department with him more in detail in order to find out where changes could be made which would make the work of the department more efficient. Mr. Shanley agreed with this suggestion, and the discussion of the standards work for the evening was closed.

Because of the fact that it was our regular adjourning time, it was agreed by Council to continue beyond that time for a discussion of a recommendation from the General Sales Committee. Miss Franz, chairman of the General Sales Committee, presented a recommendation from the committee as follows:

1. Wm. P. Hapgood wants to be relieved of all responsibility for Department No. 2 in sales and had proposed that this be accomplished by his withdrawal from participation in decisions affecting that department. He will, of course, continue to be available for advice and conference on problems where his opinion is asked but proposes to work only through the agency of the General Sales Committee. This decision about sales set-up, in two parts, is as follows:

(a) For Wm. P. Hapgood, relief from all responsibility except for Department No. 1.

(b) Placing Leo Tearney, as leader of Department No. 2 immediately under directions and orders of the General Sales Committee that body to be completely responsible, under Council, for decisions and actions of Department No. 2 in matters of policy, prices, terms, etc.

Mr. Hapgood, as leader of Department No. 1, intends not to sit in on discussions nor participate in decisions of problems affecting Department No. 2 except when asked for an opinion.

He suggests that Leo, as leader of Department No. 2, follow the same course with respect to problems affecting Department No. 1.

Mr. Hapgood further suggests that no members of either sales department be on the General Sales Committee. Department No. 2 may retain its executive committee for part of its own set up if it chooses. This recommendation removes from the General Sales Committee the following members: Cornell Hewson, H. E. Bogardus, John Brophy and Powers Hapgood. The members remaining are C. E. Franz, chairman; W. H. Hines, Albert Hines, H. E. Herner, Norman Eickhoff, Dorothea Nord Holt, secy., W. P. Hapgood and Leo Tearney available for consultation when desired.

The present department line-ups are as follows:

Department No. 1:
1. Columbia label.
2. Voluntary chains.
   Red & White.
   Plee-Zing.
   Clover Farm.
   Nation Wide.
   All Chicago customers (except Central Wholesale.)
   All New England customers.
   All western customers (west of and including Denver).

Department No. 2:

All Independent private label jobbers not covered in Department No. 1, which includes the Defiance group and cooperatives having only one jobber such as Fairway and Grocers Wholesale.

The committee was in favor of the acceptance of the entire recommendation.

Leo Tearney felt that remarks about the Sales Department in relation to performance records and followed by this recommendation should elicit further information from the committee. He urged the asking of questions to secure a clear understanding of the reasons for the recommendation. Chloe MeHarry asked the reason for the separation of the sales force into the two departments, and Mr. Hapgood replied that there were two reasons the change was made.

1. Relief from certain sales problems for himself and 2, he felt that he had insufficient strength for debating about policies and so forth. He intended to make whatever recommendations he cared to suggest to the General Sales committee with respect to problems in Department No. 2 and did not intend to deal directly with the men in that department. Mary Lipferd wanted to know why the Executive Committee was taken out. Miss Franz replied that the change into two departments made the Executive Committee ineffective and Mr. Hapgood supplemented this by stating that there was a complete destruction of the former Executive Committee by a separation of the men into the two departments. Arlie Myers asked if the entire responsibility would now be upon the General Sales Committee for the work of Department No. 2, and the answer to this was, yes. Arlie asked whether there might be possible friction in some fields where voluntary chains and private label customers are our customers. It was stated that sales policies and matters of this nature will have to be handled as they arose.

The question was asked as to the freedom of action of Mr. Hapgood in the Columbia field and the reason for this. It was replied that the Columbia program was a new field with no precedent and Mr. Hapgood thought it would be up to Council to restrict his activities if and when Council wish to do so. This work was not the same as that which was being done by Department No. 2, which is old and established. He intended to carry on the work in Department No. 1 without restriction unless Council thought best to curb his activities. Howard Herner spoke to the point raised by Arlie and also asked about Mr. Hapgood's willingness to be restricted. Mr. Hapgood again replied that he was not willing to recommend such restriction at this time for the reason that had already been given. The differences between the voluntary chains and the private label independents, with the New England and the western territory as part of Department No. 1 were explained. It was explained that no special sales assistance is contemplated for certain of these customers and that the work in Chicago and Boston would be handled chiefly through brokers. Mr. Hapgood replied to Howard Herner about the point raised with respect to price difficulties, and stated that he was not blind to the fact that there was much chance for fricion between private label and voluntary chain customers and difficulties would probably arise along the way but these would have to be met as best they might as they arose. Howard explained that he wanted to see the whole situation as best he could and wanted Council to be fully informed of this new departure and the responsibility contained in it for the General Sales Committee. It was moved by Arlie Myers and seconded by Chloe MeHarry to accept the recommendation.

Leo Tearney asked about the status of Mr. Hapgood as to whether or not he would be a higher authority over the General Sales Committee between Council and Department No. 2. The answer to this by Howard Herner, Miss Franz, and Mr. Hapgood, was, no, and that the General Sales Committee was the body responsible for the actions of Department No. 2. The next higher authority was Council itself.

Leo asked if Department No. 2 wanted such a thing as a concession on prices who would decide the matter. The answer was that the General Sales Committee would decide such matters. A vote on the motion showed unanimous agreement in favor of it.

The meeting stood adjourned at 9:00 P. M.

Those participating in the discussion of the meeting were: Howard Herner, Milburn Forth, Homer Shelley, Arlie Myers, Fredrick Shaney, Dorothea Nord Holt, Laurence Roberts, Wm. Hapgood, Chloe MeHarry, W. H. Hines, Cecil Knapp, George Gregory, Mary Lipferd, Leo Tearney and Estella Franz.

C. C. Meeting, December 11

Chairman, C. W. Knapp.

The chairman gave a summary of the last meeting.

The first matter on the agenda was the reading of two letters received some time ago, but which had not been read to Council due to a lack of time. The first letter was received from the Canadian students who worked with us during the summer. This letter written by Lloyd Reynolds, was an expression of thanks for the courtesies extended to the Canadian group while they were employed by us, and expressed a further desire that they would be able to partially repay the Columbia by spreading the Columbia program.

The second letter was in the form of a report from the Kimball sisters of the Silk Guild, Inc., Paterson, N. J.

After reading these letters, Council's attention was directed to the matter raised by Arlie Myers as to whether or not we should employ Fremont Day to work in the boiler room. Arlie explained that he needed a responsible young man who was familiar with boiler room work. Fremont Day would be the ideal man for the job. Arlie stated that the men now in charge of the boiler room were getting old and the work was too hard for many other men whom he had tried out in that job. He mentioned the fact that Jack Martin and George Teaney, both workers in the boiler room, were not going to be able to give many more years of active service to the Columbia in their present capacities, and he was looking into the future when he would need a young man to carry on the work of these two men. Insofar as he was able to ascertain, there was no one in the plant who could step into their jobs. Arlie stated that he knew our financial condition and that we could not well afford to hire additional people, but on the other hand he realized that we will need some competent help in the boiler room very soon, and he also felt that Fremont Day would fill the job. Arlie stated that he had tried out Johnny Passwaiter in the job. Johnny had found it necessary to have his son come over with him and help out. Edward Luedeman and August Huber had been unable to carry on this work due to their health. After Arlie had explained his position, Johnny Passwaiter expressed agreement with Arlie

that we should hire Fremont Day. Basil Covert moved that we accept Arlie's recommendation. During the discussion on the motion, Russell Easley wanted to know how the hiring of Fremont Day to work in the boiler room here would affect the work at the Paragon Plant. In reply Arlie stated that he was sure that arrangements could be made to have Fremont return to Paragon during the busy season to take charge of that plant.

Mary Lipferd stated that she would like to know if Russell Easley could be trained to take that job, whereupon Arlie replied that Russell Easley is being trained in the Mechanical Department under the direction of Henry Rippe, and could not be taken for Boiler Room work. Kenneth Lucas asked if Fremont had had any other experience with boiler work than at our Paragon plant. Ken was informed that Fremont had been in charge of the Paragon boilers ever since that plant had been built, and had fired boilers at several other places, fully qualifying him for this job. Arlie emphasized the fact that our boilers are in such condition that they take continuous care and that Fremont knew just how to handle them. He is young enough to do this work well and is a very reliable man in whose hands we would be willing to trust the performance of this work. George Gregory was in favor of the motion to accept Arlie's proposal. Howard Herner stated that he thought there should be more expression of approval or disapproval of the suggestion that we look further for men within our own plant to do this work before hiring any one from the outside. Howard thought that we would be placing too much responsibility on Arlie to rush through this matter and not have the entire force back of the proposal made by Arlie. Billy Kalscheuer suggested that we might try Frank Gilley in this work, as he had had some experience with boiler work, but Arlie stated that he had not considered Frank for this job. Arlie again stressed the fact that the man in charge of the boilers would have to do night watching as well, and that this was a job that took a responsible man to perform. Milburn Forth asked whether it was so much the skill or the fact that no one could be found who was willing and satisfied and pleased in this sort of a job. Arlie replied that he needed a skilled young man who would like the job and who could "grow up" with the Boiler Room, and that it was difficult to get persons who were satisfied to do this type of work. Walter Mullen thought that anyone should be able to learn the work, and commented upon the fact that there were many things about this work that would not be agreeable but stated that he too does a lot of work that is unpleasant. Laurence Roberts was suggested as another possible candidate for this work. At this point the chairman suggested that we might turn this matter over to a small committee. Arlie reminded Council that there were two wage workers in the sales department and he saw no difference in hiring a man for the Boiler Room on wages when needed, than having these two wage workers in the sales force, and aslo reminded Council that we would not be adding more to our payroll as one person was resigning and a possible second person would resign, thus it would not increase the payroll to add Fremont Day to our force.

Basil Covert moved and it was seconded by Milburn Forth that we employ Fremont Day on wages as suggested by Arlie. During discussion of the motion, Wm. P. Hapgood asked if there were men in the plan qualified to do this work, but who had not been called upon to do it because of their dislike for that particular job. Mr. Hapgood further suggested that we accept the chairman's proposal to turn this matter over to a small committee. Mr. Hapgood made the statement that there would be need for some, and possibly all of us to do work that we do not like before we have more prosperity. Homer Shelley agreed to the appointment of a committee to handle this matter. Chloe MeHarry and Billy Hines both agreed that this would be the better plan to follow. Basil withdrew his motion with the permission of Milburn Forth, his second. Chloe MeHarry moved and Kenneth Lucas seconded the motion that we refer this matter to a committee and that committee bring a recommendation back to Council. This motion was carried unanimously.

It was moved by Mr. Hapgood and seconded by Mary Lipferd that the Committee on Committees appoint a committee to handle this matter and that Arlie Myers be one of the members. This was carried unanimously.

The next subject on the agenda was the resignation of Dollie McKenney, which was presented by Chloe MeHarry. Chloe stated that Dollie was leaving because she wanted to return to her home in Texas, although she feels badly about leaving the Columbia. It was moved by Mary Lipferd and seconded by Kenneth Lucas that we accept Dollie McKenny's resignation with regret. This resignation to go into effect December 17, 1931.

This was carried with one opposed. Miss Franz asked that we make an exception of the rule of waiting two weeks after a person leaves our employ before paying the two weeks' salary to them, and pay Dollie her two weeks' salary before she leaves our employ. This request was supported by Chloe MeHarry and Miss Franz moved and Chloe seconded the motion that we pay Dollie McKenney her two weeks' pay in advance when she resigns. Carried unanimously.

The Stock Purchasing Committee had met at the request of Gene Lobb who asked the company to buy back $375.00 worth of preferred stock, in order that he might pay part of $333.26 in debts, including the purchase of winter clothing for his children and the purchase of coal for the rest of the winter. The committee recommended that we grant Gene's request and purchase all of his preferred stock. Arlie stated he would favor this if Gene would hand in his resignation along with it. Walter Mullen asked about arrangements made by Gene to pay some debts by a loan from the credit union, and Kenneth Lucas replied that the credit union is holding stock for the loan made Gene. Chloe expressed agreement with Arlie's statement, and Mr. Wm. P. Hapgood asked the nature of other debts owed by Gene. Dorothea Nord Holt gave a list of other debts owed by Gene which included the following:

Morris Plan	$ 84.00
Public Welfare Loan Association	38.09
Credit Union	125.25
Heating Stove	35.00
Groceries	50.92

Balance of $41.47 to be used for clothing and coal for the balance of the winter.

Dorothea explained that the large grocery bill was contracted when Gene was receiving only 50 per cent. of his wages.

Mr. Hapgood asked that a recommendation be added that the company pay the debts for Gene and charge to his account. That we do not turn the money over to him. It was stated that the main reason for this recommendation was to get the worry off Gene's mind caused by these debts hanging on for so long. Mr. Hapgood expressed no confidence for Gene's veracity with regard to this whole matter. Kenneth Lucas and Dorothea Nord Holt both expressed themselves as in agreement with Mr. Hapgood's suggestion that the company pay the debts for Gene instead of turning the money directly over to him. Arlie asked what would happen when Gene got out of this debt and into another. Howard Herner wanted to know if the loan originally obtained from the credit union was made to take care of these loans in other companies. Kenneth Lucas said that the former loan from the credit union to Gene Lobb was issued for the purpose of paying a lawyer to defend Gene's son who was in an automobile accident. To the question as to what Dr. Burckhardt thinks about the effect of the payment of these debts will have on Gene's health, Dorothea replied that it was Kenneth's idea as chairman of the Health Committee that Gene should have his mind free from worry in order to get back his good condition. Ken said Dr. Burckhardt expressed the thought that during the probation period under which Gene Lobb now is that we give him as much free reign as possible. He is being doctored by his own doctor, and it was felt that if he does not improve it is not our fault. A health committee recommendation will be made in January concerning Gene's case. George Gregory made the statement that debts worry him, and he is in good physical health, and that he thought they would worry a sick man much more. Mr. Hapgood, however, wanted the doctor's opinion about the effect on Gene's health of the payment of these debts before January.

Wm. H. Hines felt that we would help Gene by buying his stock. The chairman asked whether or not it was the Health Committee which had influenced the Stock Purchasing Committee in its decision and recommendation, and the answer was, yes. It was moved by Chloe MeHarry and seconded by Miss Franz that we accept the Stock Purchasing Committee's report that we purchase all of Gene's preferred stock and that we pay the bills for Gene directly, giving the balance to Gene to use in the purchase of clothing for his children and coal for the balance of the winter. This motion was carried with one opposed. Mr. Hapgood objected to giving Gene any money direct, and thought we should buy only part of Gene's preferred stock which would be needed to pay his outstanding debts and leave the balance in the credit union as collateral against a new loan. After some discussion about this suggestion, however, Mr. Hapgood withdrew his objection.

The Needs Committee gave its report through its secretary Lucille Burkhart upon the case of Laurence Roberts. Laurence had requested that the company consider his mother as partially dependent upon him and wanted permission to send her to our company occulist for an examination. Laurence said that

his brother would share equally in the cost of such examination. It was the recommendation of the Needs Committee that we grant Laurence Roberts the privilege of sending his mother to the company occulist and at the usual company rates but that he be requested to reimburse the company. Kenneth Lucas objected to Laurence having brought his case before the Needs Committee as he is now getting a pension from the government making his income 10 per cent. more than the average person in our employ. Kenneth moved and Chloe seconded the motion that we accept the Needs Committee's recommendation. This was carried unanimously.

The next subject discussed was the question of demonstrators' pay if such demonstrators were employed on the outside—for example in New Haven. Mr. Hapgood said we may wish to experiment with demonstrators in other markets and thought it would be very expensive to send our salaried girls from Indianapolis to do this work. He stated that Powers had talked with Y. W. C. A. girls in New Haven and wants to know what we should pay them. Powers feels that they should be paid at the same rate per day as our minimum for salaried workers. Mr. Hapgood, however, said he was not in accord with this, which would mean a minimum of $4.50 per day. Mr. Hapgood thought we should regard these girls as wage workers to whom we should pay better incomes than other employers in the same market pay their workers but he did not think these girls should be on the same basis as our trained salaried demonstrators. Mr. Hapgood thought these girls would have to be trained by one of our girls from this plant before they could represent us. Powers believed, Mr. Hapgood stated that if these temporary workers were paid on the same basis as our salaried workers, it would be a good talking point in our favor. Mr. Hapgood agreed with Powers that it would be helpful if a speaker could make this statement in his talks, but he stated he was not looking for means of increasing the popularity of the company by courses not justified. Miss Franz thought we should not go out and hire demonstrators and pay them differently than people we take in here as wage workers, but that we should pay them according to the way we treat our casual workers who work for us in the plant. Ardath White expressed agreement with Miss Franz' point of view, and stated that she was in favor of paying outside demonstrators by the hour. Dorothea Nord Holt stated she thought we should guarantee these girls a certain number of hours a day, if they were paid on an hourly basis. Miss Franz agreed with Dorothea and Arlie Myers expressed agreement with this plan suggested by Dorothea, but stated that he felt Powers' suggested rate was too high. Arlie thought $3.00 a day would be high. Dorothea Nord Holt suggested 35 cents an hour, or $3.50 per day. The chairman suggested that this matter might be handled more effectively through a committee, after the discussion which had been entertained on the question.

In answer to Blanche Forrester's question as to whether or not these girls were to be recruited from Y. W. C. A.'s, Mr. Hapgood replied that they were to be. Dorothea Nord Holt moved that we pay demonstrators whom we may hire outside of Indianapolis at the rate of $3.50 per day; subject to change based upon any information which may come to us indicating that this rate is lower than that being paid for similar work in those markets where we may employ such demonstrators. This was seconded by Blanche Forrester. Milburn Forth stated that he believed it was not inconsistent to pay these demonstrators as we have proposed. Ollie Chambers said that the jobber in Lewiston, Maine, hired a trained demonstrator for a week and she was paid $12.00.

The motion concerning the payment to demonstrators was carried unanimously. The next subject called to Council's attention was that of the Standard Department discussion which had been left over from the last meeting. Mr. Hapgood suggested that it might be helpful for someone who took notes on the talk given by Mr. Shanley at our last Council meeting to read them. Mr. Hapgood stated that he would like to find the point where people disagreed concerning standards, how much work is Standard Department force and how much work would be done if the Standards Department was not in effect. It was Mr. Hapgood's opinion that doing this work is not going to cause any additional cost to our payroll. Billy Hines cited the case of girls working until 4:30 on garnish and then having to work overtime to prepare vegetables for the following day. No extra girls are now available. Billy also stated that it had been difficult getting turnips done during the past weeks. Mr. Hapgood called attention to the fact that this November sales exceeded last November by 20 per cent. but he thought there was no reason that the next four months would duplicate any

such increase as in November. Production during this month and the next three will be no greater and possibly considerably less than last month so we will have slack to take up. Part of this slack time will be taken up with carrots. Billy Hines stated that last year we had 20 wage workers at this time and had also some carrots peeled. We have not the same stock as we had last year and January will be a slack time. Mr. Hapgood stated he thought the sum of $2,500 is not sufficiently large to arrest our attention in the discussion of the problem of standards.

Mr. Shanley's comparison was presented again before Council, Mr. Hapgood calling attention to the great difference in expenditure of money, standards costing $2,500 a year and our social program costing $65,000 a year.

Arlie Myers stated that he now favored the Standard Department more than he ever had in the past, and also favored having individual time studies, and individual ratings posted; stating also that the Standards Committee should be given their old power of studying individual cases and taking some action to remedy the low ratings made by some workers, working in conjunction with the Health Committee and the leaders. This committee, Arlie thought, would be a most important committee if allowed to function as it should and allowed to study the problems connected with time study and motion study. Milburn Forth agreed with Arlie and thought the standards work required much work and study. Leo Zike thought there should be some use made with figures obtained by means of these time studies. Chloe MeHarry expressed herself as in agreement with the proposal for more study on this problem. However, she thought some people were not trying to fit into certain jobs which they did not like to do, and therefore, some few were forced to do the most disagreeable work while others who could possibly do better if they tried, were put on jobs which they liked to do, because they "were not fitted for the job" which they did not like. Milburn again stated his agreement with Arlie's suggestion for further study on standards, and stated he thought it the duty of the committee to determine what causes people to rate consistently low when there is no reason. Dad Woods gave raw material differences as one reason for low ratings. Mildred Whicker suggested these facts obtained be considered by a small committee and recommendation be brought back to Council. After some more discussion on the subject of committee authority, Milburn Forth moved that we leave the latter on the agenda and discuss it further in Council before anything else is done.

Kenneth Lucas moved that we return to the Standards Committee that responsibility and authority which was taken from it. Chloe MeHarry seconded this motion and it was carried. Mr. Hapgood suggested a change in the Standards Committee personnel providing a change was found desirable after a review was made of that personnel.

The chairman asked if the Council would be willing to forego the annual Christmas party and co-operate with the Indianapolis Times in a "Clothe a child" campaign carried on during the Christmas holidays. A vote was taken on this question which showed a majority in favor of the "Clothe a child" campaign. Chloe MeHarry and Arlie Myers volunteered to take the job of collecting the money for the purpose of participating in the "clothe a child" campaign, and everyone was requested to contribute to this fund if possible in order to help share some of our prosperity with the less fortunate of Indianapolis.

The meeting stood adjourned at 8:40 P. M.

Those who participated in the discussions of Council were:

Howard Herner, Milburn Forth, John Passwaiter, Mary Lipferd, Billy Kalscheuer, Arlie Myers, Chloe MeHarry, George Gregory, Fred Kleis, Walter Mullen, Kenneth Lucas, Basil Covert, Wm. P. Hapgood, Homer Shelley, W. H. Hines, C. E. Franz, Dorothea Nord Holt, Ardath White, Blanche Forrester, Ollie Chambers, Laurence Roberts, Dad Woods, and Mildred Whicker.

C. C. Meeting, Friday, December 18

Chairman, C. W. Knapp.

The meeting was opened by the reading of a summary of the previous minutes of Council. The first matter on the agenda was a report from the Sanitation Committee given by Glen Lipferd. Glen stated that Council members were being negligent in taking care of the Council room; that papers had been found on the floor, and he wished to remind the group that they should be more careful about this matter of cleanliness.

Homer Shelley next presented the resignation of Lillie Steele, who is leaving our employ because she finds it too much for her strength to keep house and work at the same time. Homer expressed regret at Lillie leaving the organization. Arlie Myers moved, and Albert Hines

seconded the motion, that we accept Lillie Steele's resignation with regret, to become effective December 31. This was carried.

The next subject brought before Council was a report made by the treasurer, Howard Herner. The report, a considerable part of which was written on the blackboard, dealt with the financial position of the company at this time, and also included a forecast of our operations for the remainder of our present fiscal year. Howard explained the figures contained in the report at some length and answered a great many questions put to him by members of Council.

Following the treasurer's report, Mr. Leo Tearney made several comments and followed them with an analysis of some of the figures contained in the report. In the course of his remarks he stated that he was carrying this analysis a little further and would report to Council later and ask for its consideration of whatever findings he made. The treasurer suggested, in view of our present financial position, that the Council consider the advisability of asking each member of the group to accept his or her deferred salary in the form of preferred stock in the company. In referring to deferred salaries, Howard explained that he had in mind the three-fifths of our deferred salaries which were payable to us at such time as the Finance Department thought it advisable to do so. The remaining two-fifths, it is understood, is to be held as a contingent reserve fund to meet any possible deficit which might arise at the end of the present fiscal year, June 30, 1932. Howard stated that the amount of deferred salaries payable to employes amounted to approximately $15,000, and if this money were converted into preferred stock it would give the business more working capital and assist in great measure in making it possible for the company to clear its debt to the bank by the end of June of this year. There was considerable discussion of the proposal to pay deferred salaries in preferred stock, and the main objection to following that course might be summed up by the statement that many people in the organization had assumed the money withheld from their checks during the period from June 26 to September 25 would be payable at the first of this year, and because of this assumption they had incurred debts which they would find it difficult to escape paying at an early date. Because of this, Dan Donovan expressed the opinion that the repayment of deferred salaries by the company should be left to the discretion of the individual worker and that those who felt that they were obligated to meet debts they had contracted should be permitted to obtain cash instead of preferred stock, whilst others, more fortunately situated, could permit their monies to remain in the treasury of the company, and accept preferred stock. Arlie Myers asked if in the event of our not receiving cash in payment of deferred salaries, would the company be able to pay our present salaries until June 30. Howard replied that he had no doubt at all about this matter, and in the course of the discussion regarding the policy to be pursued concerning the payment of deferred salaries, several members of Council felt that the company was morally obligated to pay employes as much deferred salaries as the employes might want in cash; others felt that the moral obligation rested upon the employes to permit the company to hold this money indefinitely, so that it might have more working capital at its command. There were various suggestions made from time to time during the course of this discussion which suggested that expenses might be cut in order to make the payment of deferred salaries in cash possible at this time or in the immediate future. Among the fields mentioned in which it was suggested a more rigid economy might be practiced was that of the Health Department program.

The treasurer's report and the discussion arising from it were most helpful in giving each employe an accurate picture of the financial situation and the task immediately ahead of us if we are to give first consideration to the well-being of the company and to securing it in every way with regard to the future. No action was taken following the report except to appoint a small committee to make a comparison of the year ending June 30, 1928, with the year ending June 30, 1931, and to bring in any other information that might help Council to reach a decision. These particular years were chosen for comparison because our sales were nearly the same for those two years.

Kenneth Lucas thought this should be discussed in Council and thought the educational value of such discussion would be well worth Council's time. The chairman, however, suggested that the committee go over this subject first and bring in facts that the Council might discuss the matter more intelligently. Kenneth Smith thought we had all the facts we needed at this time. Leo Tearney thought we should have a complete discussion in Council about this whole matter, as it affects every one and should be discussed

by those whom any decision will affect. Kenneth Lucas thought we could even have special Council meetings during working hours for this purpose. Frank Eustis thought the committee might have some figures that the group of three or five would think valuable and would save time by having an investigating committee. Kenneth Lucas thought, inasmuch as it would take only one person to get the facts, that he would not be in favor of the committee of five. Ollie Chambers stated he thought the purpose of a committee was to go into the expenditure of money and see where we can cut out expenses. Cornell Hewson thought we should compare expenses of 1927 with those of this year and see where there were increases, find the cause of the increases and see whether or not we could eliminate that cause. A vote on the motion showed the following results: In favor of the motion, 39; opposed, 8.

It was the concensus of opinion that the chairman appoint the committee of three to consider this matter. This committee is composed of Kenneth Lucas, Homer Shelley and Leo Tearney.

The next matter on the agenda was a matter presented by Frank Eustis concerning the higher education of the Columbia children who really wished to attend a college, and who, because of the fact that their parents are paid only according to needs, have not the money to send their children to college. He proposed that we set up a fund for the use of their education, such money to be repaid to the company within, say a period of ten years, after the student is graduated from college. He pointed out that young people who received such assistance in getting an education would do much to sell the Columbia to the public, and expressed the belief that such a step on the part of the Columbia would be well worth our while expending some $1,000 the first year, and perhaps as much as $5,000 for this work. He stated that although earlier in the meeting he had been opposed to some expenditures of money, he was so vitally interested in this problem that he would favor the expenditure of several thousands of dollars if necessary to promote such an educational program. He stressed the point that only those who were willing to borrow money to go to school and who would pay it back to the company, would apply, and these persons who were interested enough in education to borrow money were deserving of help. Miss Franz pointed out that the Rotary Club, of which she is a member, has done this for some time, and has found it very helpful to persons obtaining the loans.

Mary Lipferd thought this was a good idea, but also stated that inasmuch as the fund would have to be replaced each year, it would be too expensive at this time. Arlie Myers expressed the belief that when we had sent men to college, not many of them would be willing to come back to the company and work for $22.00 a week. Frank Eustis thought that many of them would come to work in such a plant as the Columbia for that much, and it would be because of their belief in our social policies and aims, and Frank cited several instances where college men have come to the Columbia for that amount of money and have stayed on because of their interest in the social work being done by the Columbia.

Marion Bogardus said that anyone who wished to send their children to college could apply to the Needs Committee for assistance, if such education was considered a need in that particular case. Arlie admired the suggestion made by Frank, but thought the present was no time to start such an expensive program, inasmuch as we are wrangling about cuts in expenses now, and thought this suggestion should wait until the company is better situated financially. Dan Donovan suggested that we toss our deferred payments into a fund for higher education for Columbia children. Kenneth Lucas thought the committee to be appointed to look into other expenses should handle this matter also. Milburn Forth moved, and Dan Donovan seconded, that the Education Committee be asked to investigate ways and means of setting up a fund for educational purposes to be loaned to children of the Columbia. This was carried.

Basil Covert gave a report from the Committee on Committees, stating that the following people had been appointed to the committee to consider the employment of Fremont Day as a worker in the boiler room:

Walter Mullen, Arlie Myers, Chloe McHarry, Milburn Forth and Glen Lipferd. Kenneth Lucas moved that the committee's report be accepted. Carried.

The next subject discussed was whether or not we should have a Council meeting between now and the first of the year. Cornell Hewson suggested Monday morning of the next two weeks. Albert Hines stated this could not be done on Monday, December 21, but it could be held Monday, December 28. Cornell Hewson moved and Mary Lipferd seconded the motion, that we have a special Council meeting

a week from Monday morning; that is, December 28. Carried.

Miss Franz asked that Council instruct the Committee on Committees to appoint a new member to the General Sales Committee, inasmuch as she would be away from the plant for some time, and she felt the committee was in need of a strong member because of many difficult problems it had to face in the near future. Kenneth Lucas moved, and it was seconded, that the Committee on Committies's appointment be accepted. This was carried.

Arlie Myers brought up the subject of Charlies Jones' vacation due him, and wanted to know if Charlie would be allowed to take his 1931 earned vacation after the first of the year. There is a ruling in Council that all vacation time must be taken before the first of the year, or that all vacation time earned in one year must be taken that same year. However, in Jones' case, it would be necessary for him to either take his vacation at the time stated, or forfeit it. It was taken as the sense of Council that when it is no fault of the individual, vacation time can extend over into the next year.

Arlie Myers moved, and Albert Hines seconded the motion, that where business prevented individuals taking vacations during the year, they be given the privilege of taking it later. Carried.

Meeting adjourned at 9:00.

Those participating in the discussions were: W. H. Hines, H. E. Herner, Bert Hines, A. D. Myers, Leo Tearney, F. Eustis, D. Donovan, M. Lipferd, G. Lipferd, H. Shelley, Basil Covert, C. E. Franz, C. Hewson, Kenneth Smith, Geo. Gregory, O. Chambers, Marion Bogardus, and M. Forth.

C. C. Meeting, December 28

Chairman, C. W. Knapp.

A summary of the previous meeting was read for Council's information.

The secrtary read a letter from The Indiana Council of International Relations concerning Kirby Page who will be in Indianapolis on January 4, for speaking engagements. As Kirby Page has for a long time been interested in Columbia activities, some members of Council wished to have Mr. Page speak before our Council. Dan Donovan thought Mr. Page would have a worthwhile message for us, and suggested in order to help defray traveling expenses of Mr. Page, that we contribute something to the Indiana Council of International Relations. Chloe MeHarry suggested that we make a voluntary contribution to these expenses. Hugh Bogardus was also in favor of the voluntary contribution idea, and moved that we have Council meeting next Monday and invite Kirby Page to speak to us and at that time we make a voluntary contribution. Blanche Forrester seconded Hugh's motion, and it was carried unanimously. Milburn Forth stated he thought we might appoint someone to collect this money and have it when Mr. Page comes. W. H. Hines thought all those who knew Kirby Page should speak about his ability. Mary Lipferd thought that all those interested should contribute to the office instead of having someone solicit for contributions.

Walter Mullen stated if this speech would have an advertising value, then the company should contribute instead of individuals. It was suggested also that we "pass the hat" in Council after Kirby Page's speech. Isaac Davis thought we should make a contribution as a company.

The next matter brought before Council was a report from Leo Tearney. He had only one chart ready at this time, he stated, and thought it better to withhold his report until other more important matters which were to be brought before the Council were discussed, and if at the last of the meeting there was time for his report he would give it then.

Dorothy Nord Holt gave a report from the Sales Committee, stating that Hugh Bogardus had requested to be transferred from the Sales Department to the plant because of domestic needs—his need for establishing a home—Dorothy stated the Sales Department had recommended to the General Sales Committee that Hugh be transferred, but that "At this time the committee does not recommend Hugh's transfer because the committee's feeling is that Hugh is more effective in the Sales Department than he would be in the plant, and we need men in the Sales Department more than in the plant at this time." Walter Mullen wanted some reasons for the Sales Department's recommendation. Leo Tearney stated that Hugh's transfer was recommended because of a personal reason the same as if someone in the plant would request a transfer. Albert Armstrong stated Hugh had thought about this matter for some time and had only asked for this transfer at this time because he felt the sales situation would not change for some time. Hugh made a statement that this matter is not something which has come up over night. It has been considered over a year. Hugh had for some time wanted to make this request, but due to the sales situation had not done so. Since then he has come to the conclusion that his unhappiness has affected his sales work. Hugh felt that the situation is not as difficult now as it was three months ago. He felt that the sales problem had not become sufficiently easier within the last year. He stated he and Marion, his wife, have a great desire to establish a home. This brought up the question of other salesmen who would like to establish a home also, and what we would do if others asked for this same privilege. Council asked Hugh if the relieving him of certain responsibilities had had any effect on his request. Hugh replied that it had had none. H. E. Herner thought it would be better procedure to have Council talk to the recommendation from the Sales Committee. Dan Donovan stated the salesmen gave consideration to Hugh's request on the basis of his recommendations and considered it from every angle. He also stated that the Sales Department is anxious to retain the strength of the sales force but that this case was of such a nature that it was felt that if Hugh was not transferred perhaps he would weaken the sales force because of the mental attitude he would be in if not able to establish his home. Hugh, himself, stated that he felt that his efficiency was affected unfavorably by the fact that he had to stay in the Sales Department and could not be at home. It was felt that this domestic situation would cause Hugh's efficiency to fall so low that he would perhaps be asked to be transferred by the salesmen.

H. E. Herner brought up the possibility of some others working in the Sales Department who are not as efficient as Hugh and who are more efficient in the plant—should they stay in the department and let Hugh be taken back into the plant?

Hugh Bogardus told Council that he would work to the best of his ability whether here at the plant or on the road, even if this request was turned down, but that he believed he would, within a short period of time, be just as valuable to the Columbia in the Production Department as he now is in the Sales Department. Ollie Chambers stated his belief in individual happiness insofar as possible, and wanted Council to accede to Hugh's request. W. H. Hines stated the committee did not close the door against Hugh's transfer, but it felt that the situation now was too trying to transfer Hugh when he was so much needed in the Sales Department at this time. He stated that we were over-manned now, and it would be hard to fit Hugh into the plant. Al Walter asked Hugh if he felt he would be more effective in the Sales Department than in the plant even though he was unhappy. Hugh answered that it has been increasingly difficult to do good work and he could not see anything in the present situation which would prevent the growing difficulty. Milburn Forth asked if a place could be found for Hugh in the Production Department would the Sales Committee be willing to change its recommendation? H. E. Herner stated he would not be willing to change his recommendation. Albert Hines stated at this time there is no need for men in the plant but there is a need for good men in the Sales Department and he would not be in favor of transferring Hugh at this time. John Brophy expressed a desire for Hugh's transfer. John stated that there is no man, no matter how important he may think he is, who can not be replaced or gotten along without, and although Hugh was a good worker in the Sales Department John felt that his leaving would not break the company. W. H. Hines stated that Council had given the General Sales Committee the responsibility of the Sales Department and that the committee did not want one of the best men taken from that department. Billy stated that the Sales Committee had not had enough experience yet to suggest this transfer to the detriment of the Sales Department.

Dan Donoven stated that this was the very reason for the recommendation of the Sales Department to carry more weight with the Sales Committee because the head of the Sales Department was in on the discussion and had agreed to the transfer—therefore, it was felt that the Sales Committee should not worry about the Sales Department being hampered seriously by the loss of one man. Arlie Myers suggested we set a time for a rediscussion of this matter. Al Walter thought that this situation had affected Hugh's work and his wife's happiness a great deal and he felt Hugh should be entitled to a change as well as anyone else. H. E. Herner stated the Sales Committee had to consider the fact that there are less efficient men in the department than Hugh. Frank Eustis did not want this matter put off for further discussion as it is necessary for salesmen to know far in advance whether they will or will not have Hugh to depend upon so the

department would know how to plan its work. After the rereading of the Sales Committee's recommendation, Frank Eustis moved and it was seconded, that we do not accept the committee's recommendation. In favor 46—opposed 43.

A second vote on this motion resulted in 50 in favor of the motion and 46 opposed. Leo Tearney stated he wanted to make it perfectly clear that the salesmen did not attempt to go over the head of the Sales Committee. He thought the Sales Committee was putting too much importance upon the effect of this transfer.

Chloe MeHarry thought that we have spent a lot of money on Hugh in training him for sales work and that he should not be transferred to the plant. The chairman asked for an expression for or against accepting this last vote as final. 73 in favor and 11 against. The vote was declared accepted as final.

Walter Mullen thought the two committees should have gotten together, and settled this thing, and he was told that this had been done—the committees got together and the salesmen recommended the transfer of Hugh Bogardus but the Sales Committee did not agree with the recommendation and so it was brought to Council. Walter wanted an agreed committee recommendation brought in whenever possible.

John Brophy suggested that Walter's suggestion be put on the agenda.

Dan Donovan moved that Hugh Bogardus be transferred into production. Irving Anderson seconded this motion. Motion carried with two opposed. Dorothy Nord Holt wanted to know to what Department Hugh is to report. Albert Armstrong thought this case should go to a personnel committee. Billy Hines suggested Hugh report to the Reserve Department and John Brophy and Arlie Myers agreed with Billy's suggestion. Council is to have a report as soon as Hugh is permanently located in the plant.

Meeting adjourned at 9:30.

Those who participated in the discussion were:

Chloe MeHarry, H. E. Bogardus, Dan Donovan, Ardath White, Milburn Forth, Isaac Davies, Mary Lipferd, Walter Mullen, Albert Armstrong, Ollie Chambers, Albert Hines, John Brophy, Frank Eustis, Dorothy Nord Holt, George Gregory, and Irving Anderson.

◆ HUMOR ◆

A Bolt and a Nut

The little girl was asked to write about a bolt and nut, and explain the difference. She wrote: "A bolt is a thing like a stick of hard metal such as iron with a square bunch at one end and a lot of scratching wound around the other. A nut is similar to the bolt only just the opposite, being a hole in a little chunk of iron sawed off short, with wrinkles around the inside of the hole.

Slightly Annoyed

"I've just shot a dog."
"Was he mad?"
"Well, he wasn't very pleased."

She: "We've been waiting here for a long time for that mother of mine."
He: "Hours, I should say."
She: "Oh, George, this is so sudden!"

"You woke me up out of a sound sleep."
"I had to. The sound was too loud."

It Made Its Last Descent

Maid: "You know that old vase you said had been handed down from generation to generation?"
Mistress (anxiously): "Yes."
Maid: "Well, this generation has dropped it."

Maid to young man caller: "I'm sorry, but she said to tell you that she wasn't at home."
Young man: "Well, tell her I'm glad I didn't call."

I was warning my little neighbor about being careful crossing streets.
"Oh, don't worry," the child assured me. "I always wait for the empty space to come by."

Mrs. Wiggs: "I suppose you and your husband are out a good deal now you've got a new car."
Mrs. Waggs: "Oh, yes, nearly $800.00 to be exact."

"How much life insurance does your husband carry?"
"Hardly enough to be worth shooting."

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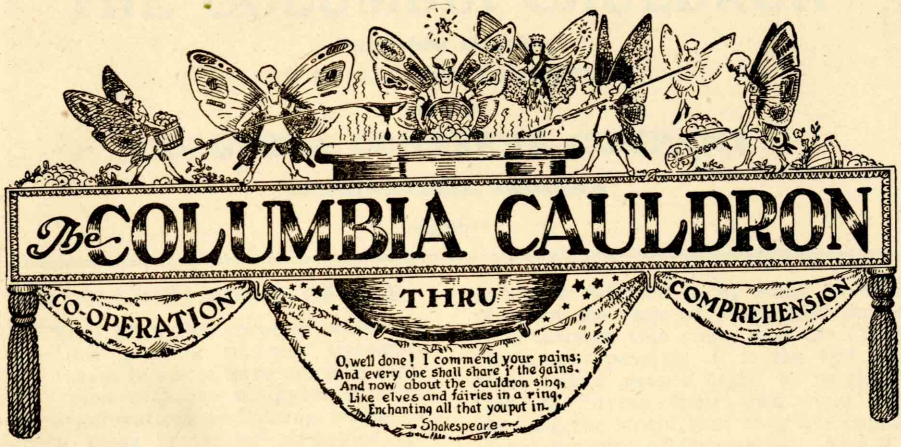
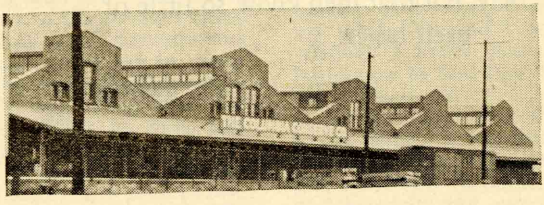

The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 4 FEBRUARY 1932 No. 25



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Herein lies the tragedy of the age;

Not that men are poor—

All men know something of poverty.

Not that men are wicked.

Who is good?

Not that men are ignorant.

What is truth?

Nay, but that men know so little of each other.

—*DuBois*

THE COLUMBIA CAULDRON

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75

THE COLUMBIA COMES OF AGE

THE struggles through which we are passing at the Columbia seem to me to have much in common with the struggles of most young organizations and young people. I refer to those particular struggles relating to human relationships and to the building of a permanent organization that will live on indefinitely.

We have been compared to a family many, many times—and rightly so, I think—because of the spirit in which we face our group problems, the spirit of "all for one and one for all." It is the spirit which must more completely permeate and dominate everything we do and every venture we undertake. It is the very keystone of a co-operative enterprise.

But I think there is another way in which we might be compared to a family; and perhaps we may find guidance by making the comparison. As we study the history of the Columbia experiment, from its inception up to the present time, we see that the stages of development through which it has passed are in many ways similar to the stages of development in family life, beginning with the infant's first feeble efforts to walk and talk and imitate his parents. The Columbia group has gone through its period of learning to totter and manipulate itself blunderingly in a world of difficulties that was strange to most of its members. It has experienced its bumps and mishaps with no serious injuries. Perhaps they would have been serious, or even fatal, had we not had very wise guidance and someone to carry the most difficult part of the burden.

The Columbia has also passed through the age of later childhood, the time of receiving its social heritage. It is the time of hero worship, and like most youngsters whose hero is Dad or Mother, our hero has been the man who founded the organization, whose leadership we have, and around whose personality the experiment has grown.

The age from about seventeen to twenty-four in the life of an individual has been referred to by some psychologists as the "age of storm and stress." It is through this stage that the Columbia is now passing. It is the age when most young people begin to think and talk of "living their own lives" and showing the world that they are capable of taking care of themselves. And if it is a time of storm and stress for the child, it is no less for the parent, for it means a changed relationship to both.

All of us have witnessed, if we have not taken part in, the struggles that take place when the child begins to insist that he be permitted to follow his own desires, and make his own decisions; and we know that this desire to be independent is seldom prompted by a wish to offend, or by a feeling of disrespect. And if the parent continues to try to direct and guide, it is not because of a desire to hamper, but in order to give the benefits of a fuller experience. One of the most vivid experiences of my life was when my father and I disagreed on a matter that was of vital importance to my later life, and I refused to do as he wished. I know that it caused me unhappiness to feel that I was hurting him. He wanted me to follow his advice because he believed I would benefit more by so doing. I was not being disrespectful in refusing; I realized that I must begin sometime to make my own decisions and learn by my own experience.

If the group at the Columbia is less willing to follow the direction of those who have been its leaders thus far, it is not because of a disrespect for, or lack of confidence in those leaders. It is because of a growing confidence on the part of each one, in the ability of the group as a whole to arrive at wise decisions and to accept the responsibility that goes with the making of decisions. This development should be most encouraging to every one concerned, for unless the group as a whole does begin to steer its own course now, even at the expense of costly mistakes, there is little hope for the future of the experiment.

There is no member of the Columbia family who would say that we have not

had wise and courageous leadership. And if the group has now reached the place where it questions and debates and sometimes refuses to follow the advice of its leaders, those leaders may feel encouraged, rather than concerned, for if the group had not developed beyond the point of being followers, the main job of real leadership would not have been accomplished.

C. W. Knapp.

SAY IT WITH LETTERS

IT has been suggested that there are probably a number of people who would like to express some point of view, opinion or idea through the pages of The Cauldron, but who have not done so because contributions to that publication have, for the most part, been dignified by the name "articles." And, because most people have no desire to write an article, the question has been asked if there isn't some other way in which those who wish to may make their contributions.

As we have considered it we have wondered if we might not have a section in The Cauldron called "The Letter Box." (If you have a better name write us about it.) In that section we would print letters which any of you sent in, commenting on any phase of our Columbia activities, our relations with one another, and with the social order of which we are a part. It would give all of us an opportunity to express ourselves with relation to the problems which affect us. Perhaps you would like to comment on some article which has appeared in The Cauldron, or take issue with a point of view presented there. It may be that a Council discussion has raised some questions after the meeting was over and you'd like to give us all the benefit of your thinking. Or, you may be one of those people who can't find his voice in a group but has some ideas he'd like to share with the group and could do it in a letter. If for any of these reasons you feel moved to make comment, you could write a letter for "The Letter Box."

You need not be absent from the plant in order to write. Any Columbian should feel free to contribute. And perhaps some of our Cauldron readers outside the organization will want to communicate with us.

The letters should not, it seems, be more than three hundred words long, but they may be as short as you wish to make them—only two sentences if that's all you want to say! Every letter should be signed and may be addressed either to me or Opal Hassenzahl, the Assistant Editor. They should be in by the 13th of each month. That means that if you want a letter in the March Cauldron it must be in by the 13th of that month.

Perhaps some of the first letters will be about this whole idea. Any suggestions you may have will be welcomed.

It has just occurred to us that all this may sometimes bring letters criticising The Cauldron. Well, even that will be permissable.

ETHLYN CHRISTENSEN, *Editor.*

THE STANDARDS DEPARTMENT AND ITS VALUE TO COLUMBIA

By Frederick R. Shanley

YOUR editor suggested that an article in THE CAULDRON on "The Function of a Standards Department in a Co-operative Concern" would help the Columbia group to clarify its thinking on the subject of standards and would enable it to better understand the Standards Department.

Standards, Their Use and Value

A discussion of standards might easily start with a definition of a standard. The Standard Dictionary says that "a standard is an established measure of extent, quantity or value; a model or example for comparison." Then a standard is something with which to measure things or something with which to compare things. A foot, a pound, a dollar; these are standards of measure, weight and money value.

All about us we see measuring and checking with standards; from use of the common yardstick to use of the delicate measuring instruments of science and medicine. The clinical thermometer checks our temperatures against the standard set by nature; speedometers check our driving speed against the standards set by law.

In the operation of industry, standards have been introduced for the purpose of obtaining more intelligent control; so that a business can know from day to day and month to month what it is accomplishing and whether its accomplishment is greater or less than that expected of it. Standards in business enable executives and group leaders to measure actual performance with standard performance and thereby disclose weak spots upon which to focus attention.

There was a time when business was conducted in small units; when each man had his own little business or he had but a few employees. In those days the owner of a business could keep all of the details in his head. He knew everything that was going on and it was not hard for him to compare what he was accomplishing with his ideas of accomplishment. He didn't need a system of standards.

Today business is operated in very large units, compared with the old days. Units consist of large groups of employees, the number of items made in one plant may be very large and the goods made may be distributed to many customers in many parts of the world. Many factors, both within and without, affect the success of a business All of these factors have to be watched and their effect measured

No one man can keep all the details of a modern, intricate business in his head and he cannot get the general picture of what a business is accomplishing unless he has figures showing performance and is able to compare this performance with some kind of standard.

What are some of these business, or management, standards? Well, to start at the top, we could consider a standard for profit. Standard profit would be that amount of profit which would cover preferred and common dividends and then have something left for surplus to have for a rainy day. There are standards for sales volume which are known as quotas, against which the performance of the sales division is checked. There are standards for expenditures with which the budget figures are compared. These are based on past experience and a forecast of the future, and are most helpful for comparing actual progress with that forecast. Then there are standard costs, which are predetermined costs, scientifically figured, with which actual costs are compared. You are all, of course familiar with standard specifications for your raw materials and standards of quality for your finished goods.

The kind of standards that the Standards Department has been concerned with to date are termed production standards, or performance standards. These standards were compiled, after much careful study by the Standards Department, to serve as a means of measuring the production performance of individuals, groups, departments and the plant as a whole.

These production standards for individual operations are important because it is only by controlling the details of a business that the business as a whole can be effectively controlled. The causes for variation from the master standards (profit, sales volume, expenditures) can only be correctly traced down by having reference to detail performance standards. Furthermore, detail performance standards measure and check performance from day to day; when it needs to be checked and the only time it can be checked with any value.

A system of standards has to be made use of to be of value. If it isn't used there is no sense in keeping it up. If a fellow's speedometer shows he is going sixty miles an hour in a city street and he does nothing about it, it is just too bad for him, but it isn't the fault of the speedometer if he doesn't use it.

When performance is below standard, the cause should be investigated. Maybe the product worked on was off standard so that the purchasing department should be informed; maybe the equipment was off standard and needed adjustment; maybe material was not delivered on time; maybe the production and time keeping was not up to standard and there was an error in the figures; or maybe the standard itself was wrong. In any case the cause should be sought and action taken to correct the situation.

No one person may be to blame when performance is below standard and the idea in showing up poor practice or poor performance is not for the purpose of criticising or blaming anyone. The purpose is to show up incorrect or inefficient practice so that steps can be taken to correct it.

Standards at Columbia

So much for standards in general and their meaning, use and value; now for standards at Columbia. The records of the Standards Department show that most of the plant has increased its performance to a point where it is operating up to or better than the standards. It should be most gratifying to the Columbia group to know that a comparison with scientifically set standards shows such a high degree of proficiency throughout a large portion of the group.

The criticism of the Standards Department has undoubtedly been sincere and, in some instances pertaining to details of the working of the plan, it has no doubt been justified. Much of the criticism, however, has undoubtedly been based on a misunderstanding of the purpose of standards. Some of the criticism it would appear has been because the operation of the system has been distasteful to a portion of the workers. These workers have looked upon the checking of their performance with standards as a personal matter, instead of looking upon it simply as an arrangement for the good of the group as a whole and as a necessary part of cost control. They have been moved in their criticism by feeling and emotion rather than by judgment.

The cost of operating the Standard Department is not as high as generally supposed. All the help in the plant office is not due to the standards work. An analysis of the clerical work in the plant office shows that the standards work requires two clerks more than were formerly in the department. These two, with the time of the department head (Homer Shelley), makes a total of three people, with Homer's time partly devoted to cost and other work. The total clerical cost, including Homer's time, figures

about $4,168.00 a year. This is what it is costing the company to know from day to day how effectively it is operating and to get basic information for cost purposes which it could not obtain otherwise.

Last year the benefits to Columbia workers, due to the co-operative plan, and the cost of administering the benefits, amounted to $65,544.98. The Standards Department, the object of which is to keep a control over cost, contributed to the amount available for benefits by decreasing unit costs. It would appear, in comparing the cost of the Standards Department with the cost of employee benefits, that $4,000.00 a year is little enough to pay for a control mechanism that helps make the benefits possible.

If there are instances of annoyance and irritation in connection with the administration of the standards work, there is no reason why these cannot be investigated and satisfactorily settled. If the system does not work entirely smoothly in individual cases, such cases should not necessarily justify the abandonment of the whole system. A system that may be 80 per cent. to 90 per cent. satisfactory should not be condemned because the other 10 per cent. or 20 per cent. is unsatisfactory. The thing to do is to get the other 10 per cent. or 20 per cent. of difficulties straightened out.

The Standards Department will justify itself. It should not only be continued but its activities should be extended. Columbia needs more standards rather than less. It should have standard costs, covering material, labor and overhead on all items of product. The standards already at hand are essential to the compilation of these standard costs. With standard costs an operating profit and loss statement could be prepared monthly without much trouble or expense. The company would then know each month whether the total of its operating expenditures for the month were greater or less than the total of the standard costs of the product turned out—and how much more or less. Monthly variations of actual total expenses from standard costs will furnish most enlightening and helpful figures of interest to all members of the Columbia group.

The Need for Standards At Columbia

In order to keep pace with competition Columbia must utilize the most modern practices of accounting and administrative control, just the same as it must utilize the most modern machinery in its plant. Intelligent control of income, outgo and selling and manufacturing activities is essential to industries that are to keep pace with the times. The use of standards and the tracing down of all variations from standards is one of the mechanisms of modern business and is essential to good control. The industry that does not use every available means to know what it is doing at all times, and in comparison with standards of what it should do, is operating under a handicap.

As far as the need for intelligent administrative control is concerned Columbia is no different from any other concern. Columbia, like any other concern, has to know what it is doing, in comparison with what it should do, how its money is being spent and what it is getting for its money. For a company to be successful it must spend less money than it takes in for the sale of its product. This is a simple statement but not so simple of accomplishment. Another way of stating it is, that the average cost of preparing and marketing a can of soup has to be less than the price received for it. Just as soon as this average cost is consistently higher than the selling price the company can no longer do business.

It is to be doubted if there is a manufacturing concern in the country where the workers in general have a better understanding of the intricate mechanism that goes to make up a modern business and the factors that it takes to make a business profitable. Yet there are grounds for question as to whether or not the workers of the Columbia group fully realize at all times their responsibility as business men and women.

As all the workers at Columbia are concerned in the administration of their business, they should be vitally interested at all times in the relationship between the cost of making and selling soup on the one hand, and selling prices and volume on the other. As the selling price of soup is governed to an extent by factors outside the control of Columbia, such as: competition, supply and demand and general business conditions, it is all the more important that the relation between costs and sales be closely watched by all.

Columbia's problem is to run its business with high intelligence. The world is watching Columbia and Columbia is demonstrating to the world that a co-operative plant can be successful. If Columbia should get into difficulties, due to lack of intelligence in administering its affairs—and not because of the co-operative principle, the capitalistic world will be quick to blame the co-operative principle and not the failure of administration and methods.

Such a situation would be deplorable and Columbia workers should be doubly determined to take seriously the administration of their business; to study and understand costs, to analyze all expenditures and try to keep costs within fair standards set for them and to endeavor to maintain a safe margin between income and outgo; in short to ever strive to manage the business with a knowledge of what is going on. With such administration of its affairs, Columbia will continue to be prosperous and the workers will continue to receive the benefits and advantages they now have.

INTRODUCING NEW HAVEN DEMONSTRATORS

FOR more than a month three New Haven girls have been working with us in our attempt to establish Columbia soup in this market. They have from the first been very good Columbians and their commitment to our cause has made them quite effective demonstrators.

Yola Monterosso had done office work, and Ella, her twin sister, had been employed at the Spector Furrier Company in New Haven. Both of them had been unemployed for several weeks with the exception of short intervals when they were able to pick up odd jobs. Julia Fermicelli was an employee at Seigman's Neckwear Factory until about a year ago when she went out on strike with more than 300 of her fellow workers. The strike was lost and none of the strikers went back. Julia had found it impossible to get work because when prospective employers learned that she had been involved in the Seigman strike, they decided that they really didn't need any extra help. She had, therefore, been unemployed for almost eleven months.

In the miniature council meetings we have held from time to time, the girls have often expressed the wish that they might know all of you at the plant. Some of you they have become acquainted with through THE CAULDRON, and through that medium we thought you might come to know them a little. In the following articles, which they have written about their demonstrating experiences, they speak for themselves.

A Demonstrator's Experience

I read your pamphlet, "A Business Without a Boss," and found the story about the Columbia Conserve Company the most interesting account of workers in industry I had ever read. I hope it will show other plants that employees can manage and control industry if they are given a chance.

The first time I heard about the Columbia Conserve Company was at our Y. W. C. A. tea, where I had the pleasure of meeting and hearing Mr. Powers Hapgood speak, giving us every detail about the canning plant.

About two weeks later the industrial secretary of our "Y" asked me if I would like to work as a "demonstrator." I accepted and found this work to be very interesting and different from any other work I've done. Was it because I came in contact with so many different people? There were some who were considerate, knowing that demonstrating is not such an easy job, and others would pass by and just give me a look of scorn. Well, I didn't mind, because I knew some customers feel that demonstrators are more or less pesty.

On top of all my hard luck experiences, I had some good customers who were interested and came up to tell me "that they had heard about the Columbia Conserve Company and had been buying their product. It gave me a feeling of content to know we had some people that would give such a plant good support.

Not only did I have the pleasure of working for "Columbia," but I also had the opportunity of meeting some of the salesmen and Miss Christensen, who is an interesting person to work with. They had given me their actual experiences about the plant which made the story more interesting.

I hope I shall have the opportunity of visiting the Columbia Conserve Company and meeting the rest of you, and I wish you the best of luck for making the progress that the Columbia Conserve Company deserves.

ELLA MONTEROSSO.

A Demonstrator

When I heard from our Y. W. C. A. that I was to work as a demonstrator, never did I believe that my work would connect me with the Columbia Conserve Company of Indianapolis.

Previous to this I was working as demonstrator in my home town for the Barstow Gas Range Company of Rhode Island. Evidently this led me to believe that I was going to work with them again. But things worked out differently after I met Miss Christensen, who explained the job she wanted me to do for Columbia.

From gas ranges I went to soups. Well, that was a contrast, I thought to myself. But nevertheless I had had some experience and I did not find demon-

strating soup quite so difficult. In fact I found it to be very interesting.

I had never bothered much to know what kind of soups I ate, but after demonstrating Columbia's, I began to have some idea of what I wanted to look for in soups.

During my interviews with Miss Christensen, she went into detail, telling me all about your soups. I also read your pamphlets, and this made me become better acquainted with your product as well as with your plant.

Yes, demonstrating has its advantages and disadvantages. Demonstrators have to stand for so much. It is part of their job, but it is especially irritating when you come in contact with customers who think they know so much more than you do. But then there are customers, too, who can make you feel good natured, even though you are not. I suppose I would not have found pleasure in working if I did not come across some disagreeable people. I can also remember the number of times when I ignored demonstrators. But what did I know? Did I ever realize that I was to become a demonstrator? I only know through my own experience what they must have gone through.

In all, I have gained much by working as a Columbia demonstrator, and hope some day I may have the opportunity to visit the Columbia Conserve Company.

YOLA MONTEROSSO.

My Experience as a Demonstrator

While learning to demonstrate the Columbia soups, I found the work to be very interesting. I felt certain I had the initiative to approach people and sell a great deal of soup. Not until my first day at demonstrating did I realize I lost all my imaginary initiative and became timid. I found it difficult to approach people, but tried my best to overcome my timidness. Well, as the old saying goes, "The first time is always the hardest."

My second day I felt more at ease and was determined to sell all I possibly could. The majority of the customers were immensely interested in the story of the Columbia Conserve Company. They asked me a great many questions pertaining to the policies of the plant and the production of the soup. I explained it to them briefly as best I knew how. Several said they would recommend our soup and took some pamphlets to distribute among their friends.

During the course of my demonstrating, I've experienced an unpleasant incident. I tried to interest a woman in Columbia soup and she said: "I am not interested in any other soup but Campbell's." I asked her if she would just look at our soup and she said, "No. I think Campbell's soup seems to be getting better and better every day. You don't mind my telling you, do you?" Well, I was left speechless. She seemed so haughty and mean. But I suppose we must realize that there are still a few people who will eat Campbell's soup.

I've enjoyed demonstrating very much and personally feel that any plan which is as beneficial to its employees as the Columbia Conserve Company is, should be advertised throughout the country. In this way the workers who believe in industrial democracy, whom I think are a great many, will patronize the Columbia product.

JULIA FERMICELLI.

WOMEN WORKERS IN NEW ENGLAND

ONE does not remain in New England long before he becomes fully aware that he is in a region where the terms "textile mills" and "needle trades" are realities, and if he has eyes he cannot escape seeing the damage they have done to countless numbers of their workers; nor will he fail to hear accounts of working conditions so bad that employees, with no knowledge of unions or labor organization, simply walk out in rebellion. They strike often, not for a principle or a conviction, but because they are driven to the point of revolting by sheer physical and emotional inability to stay on the job.

As I have, during these days in New Haven, observed and talked with girls who are the victims of such inhumanity in industry, I have realized how easy it is to become smug and complacent, either because we do not know how "the other half" lives, or, knowing, are indifferent to the needs of the great mass of laborers.

I become more eager, of course, to see Columbia succeed, holding fast our ideals and standing firmly for the principles upon which the industry was organized. I become more concerned also that we Columbians feel ourselves a vital part of a labor movement. The only way in which the great mass of workers in this country will get what we have at Columbia is through their own organized effort, and only as we understand the forces which shape the organization and give direction to the effort will we be in a position to be an effective element in the movement. The problem is a complex one, but that does not excuse us from at least making the effort to understand some of the events which are changing the face of industry today, and our relation to them.

One thing that needs to be done throughout the country is supplement census reports, statistical compilations, weighty discourses on monetary systems, etc., with an understanding of the human values in industry. Perhaps if we understood better some of the things which happen to people in our modern economic institutions, we would understand more clearly some of the intricacies of our economic system. We need to see individuals in as many job relations as possible. Only as we do that, I think, will we feel any sense of unity with them. There may be geographical limitations to our actually seeing people in all kinds of industries, but many workers have told the story of some of their industrial experiences so vividly that it is possible for us to get a pretty clear picture of their working lives.

I am printing below the account one New England worker has given of her experience in a neckwear factory. It happens that we have had a working relation with her these past few weeks because she has been one of our demonstrators in New Haven. Julia's article helps us not only to know something of her and the industry she represents, but, through her, the many other workers who are employed in needle trades under similar conditions. One can't come to know these girls intimately, as I have recently, without wanting desperately to do something that will help make industry decent.

ETHLYN CHRISTENSEN.

The New Haven Neckwear Strike

New Haven was the town to which the New York neckwear industry moved when it tried to get out of paying union rates, working union hours and having all work done on the inside of the shop. From 1927 on, several New York plants moved to New Haven or started contract shops there. The first plant was picketed by strikers from the New York Neckwear Union, and New Haven girls seen talking to the picketers were discharged. These plants paid relatively high wages for girls' work in New Haven, although the hours were long. Much of the work was also given out as home work.

The third plant to move from New York was Seigman's, and was considered one of the largest shops there. It was established in New Haven in August, 1930, and employed 350 workers. Before the opening of the factory we were promised raises in the wage scale, but we didn't get them. We started work immediately after the factory was settled and worked very steadily. Hours were from 7:30 a. m. to 5:30 p. m. Then came the Christmas rush orders, and with only a few experienced workers from former neckwear plants and a large amount of new help who were not very efficient, our hours were prolonged. Workers resented this, but felt that they were indebted to the employer because he had been so good to them and had given them parties.

During the months of August to December, organizers from the United Neckwear Makers' Union of New York started an organizing campaign. They had a great many difficulties in organizing people. The fact that the bulk of the workers were of Italian extraction, and were mere children, dominated by their families with no say of their own, made organizing a hard task. People in New Haven were ignorant of the importance of a union and would not listen to the organizers. After a great deal of hard work a few small groups were organized.

The experienced workers in Seigman's averaged from $25.00 to $30.00 with overtime. In the month of October, prices were cut 5 per cent., and from that time on a few workers realized the importance of a union and became active in the union groups. But most of the workers felt obliged to the employer for his kindness and let matters remain as they were. The employer was informed of the organizers visiting his workers and called a meeting of the workers and threatened to discharge any person affiliated with the union. This was quite a blow and discouraging to the union officials because many workers dropped out of union meetings in fear of losing their jobs. The employer also compelled the workers to sign a paper ordering the arrest of any organizer visiting the homes of the workers unwanted. During the busy months in this plant, inexperienced girls of from fourteen to sixteen years of age worked eleven hours a day and Sunday morning, receiving only $8.00 weekly. They were promised pay for overtime, but didn't get it. The employer didn't actually compel workers to work overtime, but those who didn't come in received the bad work because all good work was given to girls who worked overtime and on Sundays.

A man who has scabbed the job from New York was a foreman in Seigman's. He was working his way in to become shop manager. Sam and Seigman were

very good friends in New York and New Haven. Rudy, the shop manager, was about to lose his job, so he communicated with the union organizers. He voluntarily offered to help pull out the strike if afterward his job as manager would be permanent. This he was assured of because with the difficulties organizers found in organizing a few, it was going to be just as hard a struggle to organize the remainder who were the bulk of the workers. He asked the organizers to send a couple of girls to help pull the strike which was to take place February 20.

In the latter part of January, however, the employer gave the girls two cuts, and on February 5, 1931, another cut. This made the workers furious and more determined than ever to do something about it. Before doing anything rash, four girls were picked from each operation and had a conference with the employer, who was in town this day. One group after another consulted the employer as to the outrageous wage cuts they got all in one month. The girls threatened to do something if he did not raise the wages. He said he would give them his answer the next morning as to whether he'd raise the wages or not. The next morning the shop was in a turmoil. Everyone was waiting for the boss's answer. He didn't call, so the girls telephoned him and he was still undecided. This broke down the old feeling of loyalty of the workers, and, being a psychological moment, they went on strike. The majority of the workers, unaware of the fact that the union officials were waiting for them, joined them when they were told to go to a hall for a meeting. Rudy's help in pulling the strike was not yet revealed to the workers. After the strike meeting, workers agreed to stick together and continue their fight for demands. The next day, which was Saturday, February 6, another meeting was held which was 100 per cent. But on Sunday, February 7, 1931, strikers received telegrams asking them to show their loyalty to Rudy and attend a meeting at the factory at 3:30. After receiving this telegram, strikers didn't know what to do. The organizers heard of this and tried their best to visit the homes of as many strikers as possible and tell them not to go to this meeting, but to theirs. Many went to Rudy's meeting before the organizers reached them. Others, who were children dominated by their parents, were forced to go. About 200 attended this meeting, and on Monday morning 100 returned to work. It was on this day that Rudy's help to pull the strike was revealed and also his double-crossing the union.

We started picketing in masses, trying to dissuade workers from going in to work. During the next week, fifty of the 100 workers came out, and the remaining fifty were instructors and floor ladies. We visited their homes at night trying to persuade them to come out on strike with us, but they ignored us and sometimes put us out of their homes. The employer bought Rudy over and caused him to double-cross the union. Rudy, because of his magnetic personality, thought that he would get all the workers back. But the strikers were determined more than ever to fight against him.

Our mass picketing was ended when an injunction was issued limiting the number of picketers. We didn't get much publicity, only when strikers were arrested. We picketed peacefully and were told it was an orderly picket line. Daily meetings were held at Fraternal Hall with speakers from all over the country. Strike benefits of $10.00 were paid to all strikers, and they were satisfied with this because it was a larger amount than they had made in the plant after the wage cuts. After one month on strike, the plant was filled with strikebreakers.

Mr. Seigman, the employer, was about to settle, but was told to hold out a little longer by the Chamber of Commerce because they knew that if this strike was won, the shirt factories, pants factories, etc., would all follow in striking. Their conditions were as bad as ours, and in some instances worse. The Manufacturers' Association was backing Mr. Seigman financially. During the strike his orders had been boycotted and he had very little work for the strikebreakers.

Students of Yale University were very interested in our strike and picketed with us. They also attended meetings. The wife of the president of the Chamber of Commerce was in sympathy with us and picketed with us. A check of $10,000 was endorsed by the Executive Committee of the New York local and a promise made to finance the strike to the end. After four months our strike benefit was reduced to $7.00. Each neckwear maker of the New York local gave 10 per cent. of his pay in the busy season to help pay strikers, and after three months the slow season brought it down to 7 per cent. of their wages.

A conference was brought about with the employer and the strikers which resulted in no agreement or settlement. A proposition was made by the employer saying he would take back seventy-five girls that week and 100 during or in the busy season in September. The strikers rejected this proposition.

In September of 1931 the strikers were notified that within two weeks the strike benefits were to be withdrawn. The union officials had told us that the United Neckwear Workers in New York were no longer able to tax their wages because work was so slow and their wages were small. The strikers realized that the United Neckwear Union had helped them a great deal, paying as large strike benefits as they had for as long as they had.

I can gladly say that not one striker has returned to work since September. All the strikers feel that we may not have been successful in our strike, but we've been successful in helping other people get better wages and conditions. We've learned a great deal about organization. We all feel that a contented worker must be an organized worker.

The United Neckwear Makers' Union is affiliated with the A. F. of L. Before the neckwear industry became organized, conditions in the mills were terrible and the boys and girls in their teens worked from sunrise to late hours of the evening. The quickest and most experienced worker earned $5.00 or $6.00 a week. Neckwear workers first became organized in 1903. During its first twenty years the union was very strong; only four strikes prevailed during these years, all of which were successful. The United Neckwear Makers' Union is not an international union, but since 1927, when the manufacturers left New York to escape the union, the union has extended its activities elsewhere. There are 2,200 members in this union all together.

JULIA FERMICELLI,
New Haven Local of the Neckwear Workers' Union.

Are poets those who write,
In verses mellow and restrained,
Of flowers and the silvered stars?

I can only write
That in a thousand jails
My brothers stare at iron bars.

How can I sing of snow-white clouds
And peaceful swallows' nests,
What song can fit these words:

A million babies
Clutch at withered breasts.

How can I prate
About the inevitable fate
Of those who sin.

Once I saw a striker's head
Smashed in.

Frank Rudnick.

NOTICE

The article in the January issue "Mrs. Columbia Explains the Medical Department," was submitted by Mrs. Anita Brophy. We hope to receive more contributions from her in the near future.—Editor.

"It is not the geographical but the moral limitations of the world that must be charted, and the really great explorers will be those who find the way to universal reconstruction, the first step in which is the abolition of war and the needless destruction of human life."

Commander Richard Byrd.

Way of the Law

Sam was charged with theft and his lawyer decided to put him on the witness stand.

"Sam, if you tell a lie, you know what will happen, I suppose?" queried the judge."

"Yas, suh," replied Sam. "I'll go to hades and burn for a long time."

"Quite right," chuckled the judge. "And you know what will happen if you tell the truth?"

"Yes, suh," said Sam. "We lose de case!"

Nelly's Doin' Wrong

"I got a letter from the college that says our Nellie's been stealin'."

"What?"

"Says she's takin' home economics."

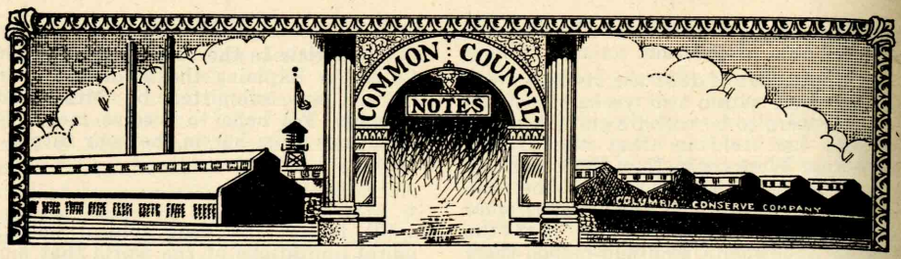
Considerable Worry

Professor of Mathematics looking at his watch: "As we have a few minutes left, I should like to have someone ask me a question that is bothering them."

Plebe: "What time is it, please?"

"An asset which women have as peace advocates is their often criticized habit of seeing things in terms of the individual. When we begin to think of laborers rather than labor, some one has said, industrial troubles are on their way to settlement. I believe this is true of war also. This faculty of looking at the individual rather than the mass, helps women to visualize the suffering on both sides, and has spurred their post-war peace efforts."

Mary E. Woolley.



Special C. C. Meeting, January 4

Chairman, C. W. Knapp

THE first part of the meeting was given over to Kirby Page who opened his speech by stating that we as citizens had three principal economic tasks to deal with.

1. To keep people from starving to death. Mr. Page commented upon the fact that charity is, in his opinion, not the proper way to handle human needs.

2. New social plans, new organizations, such as the Columbia Conserve Company, help deal with economic problems. The capitalistic methods are fast breaking down, and this means we must experiment with ways and means of handling industry other than the capitalistic way.

3. Political action, Mr. Page stated, is a logical way or channel through which our economic problems should be solved. This political action it was suggested should be found through the Socialist Party. Mr. Page stated that he was a member of the Socialist Party because he felt the two old parties were not able to handle the economic situation in which America finds itself today and that although he felt that the Socialist Party is still very weak, he felt it was something towards a better social order.

At this point Mr. Page asked for comments and questions and stated he would answer all questions concerning his remarks or concerning social problems in general.

John Brophy asked how the labor party's loss of seats in the British government had affected peoples' views as to whether or not labor can successfully govern. Kirby Page stated that some people were impressed by the loss of the number of seats and not by the fact that although labor did lose a number of seats it still retained a great deal of power in the vote, and these people were impressed by the futility of political action. On the other hand, the very fact that capitalistic leaders are striving to overthrow all attempts of labor to gain political recognition, is proof that the labor party is worth something, and is feared by the capitalists.

John next asked what chance there is of building a political party that will bring about social changes. The answer given was "not much chance" because workers will not accept the responsibility of voting. Mr. Page said one thing that Americans are noted for is their political unconsciousness.

In answer to a question as to what causes the lack of support of the Socialist Party Mr. Page stated that for years the word "Socialist" had held terror for many people, and that such people were unwilling to investigate as to just what the beliefs and aims of these terrible "socialists" really are. Therefore, they are ignorant of their aims and ideals and brand them as radicals in much the same manner as their parents did. Mr. Page stated he believed more and more people are becoming conscious of a need for a changed economic condition. This knowledge is forced upon some people by the so much talked of "depression."

Mr. Page suggested the following books as brain food for those who are interested in reading more about economic and social problems. Norman Thomas' "Way Out," Stuart Chase's "Tragedy of Waste," and "Man and Machines" by Shaw.

Mr. Page pointed out that 200 of the largest corporations in the United States control at least 35 per cent. of our business, and that these 200 corporations are controlled by 2,000 directors. The question then remains, how these men in control are to get their power of control. Mr. Page believed that there should be no ownership at all. Mr. Page closed his remarks by stating that the main reason so little has been accomplished in the socialist party is because people are prone to say "Let George do it."

Mr. Page advises us to take what we have, The Socialist Party, and make the best use possible of it, until we get something better.

After Mr. Page's speech a voluntary collection was taken to help defray his expenses. This collection amounted to $12.83.

At this point the secretary read the summary of the previous meeting, after which Mr. Leo F. Tearney, head of the private label sales department, gave a report on sales conditions, and explained figures on the board as to how much soup would have to be sold this year to equal our sales of last year, and he also stated that he was quite optimistic in his outlook for this year's sales. After Leo presented his report questions were asked and answered concerning it.

Following Leo's report, Chloe MeHarry presented the resignation of Ruby Hawkins, who left our employ last Thursday without notice to start up in business for herself. W. H. Hines moved that we accept Ruby Hawkins' resignation. This was seconded and carried unanimously. Arlie Myers asked when Ruby told Chloe of her intention to resign. Chloe replied that Ruby did not tell her at all—but told Kenneth Lucas.

The secretary read a letter from Mr. Wm. P. Hapgood addressed to the members of Council in which he suggested that we employ Norman Hapgood to take the main responsibility for anything to be written for use in our advertising and publicity work.

John Brophy stated he did not think this meant to infer that Council will not have the right to determine the amount of money to be expended in the direction of advertising. This statement was made because Mr. Wm. P. Hapgood's letter contained the phrase, "accept the position of chief responsibility for the preparation of anything in writing which we shall use as advertising."

The chairman asked if Council approved of this suggestion.

Arlie Myers said he felt that Norman Hapgood would be a very valuable addition to our group, particularly since we have become owners of 51 per cent. of the stock. Arlie also added "and so he, Norman Hapgood, could hold down some wild ideas which are sometimes suggested to Council."

Mary Lipferd wanted to know if Norman Hapgood would devote all of his time to Columbia work. In reply it was stated that Norman Hapgood would devote as much time as was necessary to perform Columbia work to Columbia.

Dorothea Nord Holt moved that we employ Norman Hapgood as a salaried worker. Chloe MeHarry seconded this motion, and it was carried unanimously.

During the discussion which followed the making of the above motion, Dorothea Nord Holt stated she was in favor of this because she felt that Norman Hapgood would be able to take some of the heavy load off Mr. Wm. P. Hapgood's shoulders, as Mr. Wm. P. Hapgood had been carrying this responsibility for some time.

The matter of income was not discussed in Council as it was felt that the Needs Committee should be the proper channel through which Mr. Norman Hapgood's income should be set. H. E. Herner wanted to know if this case would be the same as any other salaried employee, that is, would Norman Hapgood have to undergo medical examination? It was decided that this would also have to be determined by the committee.

Leo Tearney suggested that we write Norman Hapgood inviting him to spend a few days here very soon and get a thorough picture of work here that cannot be gotten in New York. It was taken by consent that we should ask Mr. Norman Hapgood to visit us at our expense very soon.

Meeting adjourned at 5:15 P. M.

Those who participated in the discussion were: John Brophy, Leo Tearney, Chloe MeHarry, Dorothea Nord Holt, Arlie Myers, Mary Lipferd, George Gregory, Howard Herner, Ken Lucas, Albert Hines, W. H. Hines, and Kenneth Smith.

C. C. Meeting, January 8

Chairman, C. W. Knapp.

Summary of the last meeting was read. The chairman asked about the possibility of having day time Council meetings. Albert Hines, Production Manager, thought this would be possible next Monday, January 11th, but was not sure as to how long this would be possible. The chairman stated that there were several important items on the agenda that should be considered, and that if possible, he would like a special council meeting to clean up the agenda. Mary Lipferd suggested an evening meeting.

Jack Evans moved that we hold a Council meeting Monday morning, January 11th, and leave further decisions until later. Chloe MeHarry seconded this motion, which was carried unanimously.

The chairman stated that Jack Evans being away considerably handicaps the Agenda Committee and suggested that we appoint one or two alternates for this committee.

Walter Mullen believed there were enough persons on the committee to act when Jack was away and was not in favor of using any more man hours.

Arlie Myers moved that Dorothea Nord Holt be the alternate for the Agenda Committee. Chloe MeHarry seconded this motion and it was carried.

Kenneth Lucas gave a report from the Health Committee concerning Eugene Lobb. The committee felt that it would be better for Gene's health if he sev-

ered connections with the organization. The committee's recommendation is as follows: "We recommend to Council the following: It is the opinion of the Health Committee that Gene Lobb be not placed on our retirement pension list but that instead we ask the Sun Life Assurance Company to pay him the $3,000.00 for which he is insured in our group system because of permanent and total disability. We make this recommendation because we believe that complete severance between Gene and ourselves is a necessary condition of his recovery."

Homer Shelley wanted to know what would happen if the Insurance Company would not accept Gene's claim of total and permanent disability.

Kenneth Lucas replied that Gene had been under the supervision of ten doctors and all thought he would have no chance of returning to work. If the Insurance Company does not believe as our doctors believe, then it is another matter for Council to deal with. If, after a year, Gene's health is so improved that he can again work, then he may apply for employment in the Columbia Conserve Company but that is not a guarantee to Gene that we will re-employ him.

John Brophy was not in favor of any action being taken until we had the verdict of the Insurance Company.

Arlie Myers, on the other hand, felt that Council should act promptly on this case.

Jack Evans stated that the background of Gene's case would have to be understood before the Health Committee's recommendation could be well understood.

The chairman of the Health Committee stated they felt that as long as Gene was continuously reminded of the Columbia by any connection with the company, he would be mentally sick, and no medicine would do him a least bit of good. Whereas if Gene was not dependent upon the Columbia, but on the Insurance Company, he might have a chance to recover his health. This was the only reason for the recommendation—for health and not for poor performance.

Chloe MeHarry wanted action taken at once, and wanted to know if waiting for the opinion of the Insurance Companl's doctors would alter the case, as we had had Gene before ten specialists and all were of the same opinion.

Mildred Whicker thought that it might be a benefit to Gene to have him sever his connections with the company but she felt she would like to know the verdict of the Insurance Company before any action was taken. George Gregory was in agreement with Mildred's point of view.

H. E. Herner pointed out that the Health Committee has only the power to recommend and not to act.

Kenneth Lucas again stated that this recommendation met with Gene's approval.

Elmer Burckhart and Albert Hines agreed with taking action on this recommendation at once.

Al Walter moved and Elmer Burckhart seconded the motion that we accept the committee's recommendation.

Nothing can be lost by Gene or the company by having this motion go through. In reply to Chloe's question Dr. Burckhardt had said he thought that Gene is a sick man. Dr. Canaday, however, had said he did not know. Another question answered by Dr. Burckhardt was "do you think the proposal to have Gene sever his connections with us would lead to recovery more quickly than having him remain in our employ?" The doctor's reply was "yes." Chloe MeHarry stated that the committee had gone over this case, point by point, from the time Gene first went to Dr. Mueller until the present time, and felt that their recommendation was the only possible way out for Gene, if he was to even have a hope of regaining his former health.

Kenneth Smith believed that Council was spending too much time on this case. Jack Evans replied that this case would set a precedent for future action, and should be given every consideration.

Eula Toon was willing to accept the recommendation of the Health Committee because she felt that they had given this case their very best attention and consideration, and had reached a wise decision.

Dorothea Nord Holt suggested a trial vote be taken to see how many were in favor of this recommendation. This vote showed all in favor of the recommendation except three with nine who voted undecided. A final vote resulted in all but two being in favor of the recommendation. The recommendation was accepted.

Two letters were read to Council from Commonwealth College, requesting speaking engagements at the Columbia for a Lucien Koch who is to be in Indianapolis on February 2nd. Mary Lipferd thought that due to the heavy agenda of Council, we had no time for such speakers. W. H. Hines was in favor of having Lucien Koch come to speak on any night except our regular Friday night's Council meeting. Jack Evans moved that this matter be left to the discretion of the Agenda Committee and this motion was seconded by Kenneth Lucas. It was carried unanimously.

The chairman stated that the Credit Union had asked for company time on January 20th for their annual meeting. It has been held heretofore from 12:30 until sometime after 1:00. George Gregory suggested that we have the credit union meeting at 4:30 January 20th instead of using the time at noon. Mary Lipferd moved and Walter Mullen seconded the motion that we have this annual meeting of the credit union at 4:30 January 20th. This motion was carried.

Homer Shelley opened the discussion of the Standards Department by giving Council certain information that Mr. Shanley had given him when he was last here. Mr. Shanley was firmly convinced that the Standard workers and those who worked on costs should be separated, since much time of the standards workers was occupied in other work and thus the Standards Department did not cost as much as Council was led to believe.

The chairman raised the question as to whether or not the work of the Standards Department is of any value. Chloe MeHarry and H. E. Bogardus expressed a belief that this work is very important and they would like to see it continued. Homer stated that the personnel of his department is now down to rock bottom and that he wanted instructions from Council as to whether or not he should build up a new personnel and continue this standard work.

Arlie Myers was in favor of standards work no matter what name it went under. He pointed out that there is some friction in the group because of this department, because the employees do not co-operate with the standard workers as they did with the timekeepers of some time ago, although both do about the same work.

Leo Tearney felt the group as a whole did not understand standards and as it would take longer than this meeting to decide this issue, he would suggest that we advise Homer whether or not he should build up the personnel of his department. Leo Tearney moved and John Brophy seconded the motion that we leave the Standards Department stand at present and give Homer authority to apply to Council for additional help to replace those leaving his department. The motion was carried.

Homer Shelley asked Council's permission to recall Goldie Sheets to work in this department. Mary Lipferd moved and Chloe MeHarry seconded the motion that Homer be given this privilege of calling Goldie Sheets back. The motion was carried.

It was taken by consent that the Committee on Committees appoint a committee of three, one member to be Leo Tearney, to consider the question of standards, to analyze standards, and try to enlighten the group as a whole just what standards are supposed to do and how they are supposed to work.

Just before adjourning time Leo Tearney told Council that Elwyn Jones, a wage worker in the Sales Department, had written him stating that he would not be with us any longer.

Meeting stood ajourned at 9:35.

Those participating in the discussion were: Albert Hines, W. H. Hines, Chloe MeHarry, Mary Lipferd, Walter Mullen, Jack Evans, Kenneth Lucas, George Gregory, Mildred Whicker, John Brophy, H. E. Herner, Elmer Burkhart, Kenneth Smith, Albert Walter, Laurence Roberts, Dorothea Nord Holt, E. E. Bogardus, Leo Tearney, and Milburn Forth.

C. C. Meeting Monday, January 11

Chairman, C. W. Knapp.

The first matter on the agenda was the reading of some correspondence from Egbert M. Hayes regarding the employment of several Chinese students who are interested in our experiment and who would like to work with us this coming summer. It was the opinion of Council that we should communicate with Mr. Hayes telling him that conditions will not allow of our promising jobs for temporary workers now or in the near future.

Another letter from R. V. Austin was read. Mr. Austin wanted employment with us during July and August. John Brophy moved that he be advised that conditions are such that we cannot promise employment to him. Chloe MeHarry seconded this motion and it was carried.

The chairman read a telegram addressed to Mr. Hapgood from *The World Tomorrow* concerning a request for a speaking engagement for Jenny Lee, a member of the British Independent Labor Party. Jack Evans moved that we reply to say that the time is too short to arrange a program for Miss Lee, and that we are not interested at this time. Milburn Forth seconded this motion, and it was carried unanimously.

The next subject discussed was the payment of the two weeks salary in advance to Ruby Hawkins. Ruby had given notice of her intention to resign only the day before she did so, and because of this fact many people did not think the two weeks' salary should be paid her. Jack Evans stated that he felt the two weeks' salary should be paid to her because Ruby was not resigning on her own

accord entirely. If Ruby had not resigned the Health Committee would probably have turned her case over to Council for its consideration, possibly asking for her release. Arlie Myers moved and Milburn Forth seconded the motion that Ruby Hawkins be paid the two weeks' salary. This motion was carried by a 50 to 11 vote.

The question of whether we should pay Lillie Steele the two weeks' pay in advance upon her resignation, was brought before Council. Chloe moved that because Lillie had resigned once before and received the two weeks' pay, that we not pay Lillie this time. Mary Lipferd seconded this motion. Jack Evans objected to this proposal because the purpose of this two week's pay in advance is to enable the person leaving our employ to get readjusted in another job. H. E. Herner stated that there was a rule on the books of Council to the effect that any person who resigns and is paid the two weeks' pay is not entitled to receive two more weeks' salary upon resigning a second time. Chloe MeHarry wanted these minutes looked up before any further discussion was entertained. John Brophy moved that the minutes be examined and a report of the findings be made to a later Council meeting. Chloe MeHarry seconded this motion and it was carried.

The next matter on the agenda was a report from the committee to investigate expenses and to bring back a report to Council. Kenneth Lucas gave the following report:

Ken Lucas gave a report to Council for the committee that had been appointed to make a detailed comparison of expenses of the year 1927-1928 with those of 1930-1931. Council had asked that this be done because the total expense for the latter year had been nearly double that of the former although the gross sales had been about the same.

A chart had been made showing the expenditures for each year broken up in the various catagories in order that we might see where our expenses had increased. As the figures were read and Ken pointed out the increases that were large and those that were about in line with the natural growth of the business. After these figures had been read and commented upon a good many questions were asked and discussion followed.

As a result of the discussion of the report in an attempt to see why the expenses had increased and in what particular catagories it was pointed out that the increases in payroll, salesmen's salaries and expenses, advertising, publicity and medical services made up $182,000 of the $233,000 total increase.

Payroll had increased $84,000. This due in part to the fact that the number of people on the payroll had increased from 87 to 145, and in part to increased salaries.

Salesmens' salaries and expenses had increased $27,000 due to a larger sales force, 11 in the former period and 20 in the latter, and to longer trips and more time spent on the road by each salesman.

Advertising and publicity was not being done in 1927-28 so that all that was spent in these two catagories in 1930-31 represents a net increase of $33,000 for advertising and $18,000 for publicity. It was pointed out that the cost of all special deals, free goods, etc., were used during campaigns, were charged to advertising.

Our health program showed an increase of $20,000. Our first venture in giving medical protection to employees was made in the latter half of the fiscal year of 1927-28. Since that time it has been expanded to complete protection for employees and dependents. Although there were increases in practically all expense accounts, the increases, with the exception of those mentioned above, were not very much out of line with what had been necessary to a natural expansion of the business. Council expressed appreciation for the work of the committee and the light that its report had thrown upon our general problems.

Meeting adjourned at 9:30.

Those participating in the discussions were: Arlie Myers, Walter Mullen, John Brophy, Leo Tearney, Nellie Gray, W. H. Hines, Chloe MeHarry, Milburn Forth, Jack Evans, Mary Lipferd, Emma Rice, Homer Shelley, Albert Walter, George Gregory, Albert Hines, H. E. Herner, and Kenneth Lucas.

C. C. Meeting, January 15

Chairman, C. W. Knapp.

The chairman gave a summary of the decisions of the last two meetings.

A report was made on the question of two weeks' pay in advance when a person left our employ the second time. Quotation was made from the case of Claude Pennington; in substance, since he had left our employ and received two weeks' pay in advance and returned to us that he would not again be entitled to receive the two weeks' compensation.

In explanation of the Lillie Steele case the fact appeared that she did not get her advanced pay when she resigned the first time, so was entitled to receive it now.

Arlie Myers suggested this entire matter be placed on the agenda for further consideration.

A report on the Standards Study Committee was made by the Committee on Committees who recommended an investigation be made to throw light on how standards are arrived at and what uses we can expect to make of them. This was accepted after having been moved by Dorothea Nord Holt and seconded by Glenn Lipferd. Howard Herner, Leo Tearney, and Homer Shelley compose the committee.

The chairman reported having advised Lucien Koch of Commonwealth College that we would arrange a meeting for him to speak to us, February 2nd, if campatible with his plans.

Howard Herner read a letter from the Republic Bank of Chicago, signed by R. R. Duvall which suggested the following points.

The first point—strenuous effort to liquidate our pulp inventory, brought forth the question of pulp prices now and possible future prices. Howard Herner and W. H. Hines were in agreement with the letter and the points mentioned.

Item two, the curtailment of 1932 tomato acreage inducted a report by Leo Tearney, on a conversation with Mr. Roge of the Lippencott Company at Cincinnati as well as a general discussion of the catsup market. We only anticipate enough tomato acreage to cover those products requiring fresh tomatoes. At this point it was moved by Jack Evans and seconded by A. D. Myers that our treasurer reply to Mr. Duvall that we are in substantial agreement with the Bank's letter and that we are already following the plan suggested. This motion was carried unanimously.

Our previous plan of asking jobbers to purchase their own labels covered the suggestion three.

Point four, regarding the complete suspension of payment from profits for employees stock purchase, required consideration of stockholders as well as employees. However this question precipitated a discussion of repaying deferred salaries in preferred stock. Howard Herner stated that the bank favored this type of action. There was a feeling that some definite date should be decided upon when we should come to a decision as to the disposal of deferred salaries so each might plan his own budget accordingly. A small committee was suggested to investigate the problem in respect to its effect upon employees. Leo Tearney regarded the money due our salaries as a distinct liability and its payment important to the morale of the group. He moved that the account stand for the present with a second by Albert Hines. A trial vote proved all in favor except five.

Kenneth Lucas maintained that deferred salaries should be paid out of surplus or in preferred stock. Leo restated, in his opinion, we should keep it as a liability to curb spending money. Kenneth Smith expressed a need for making readjustments and favored converting the money into preferred stock then using machinery now in use to permit people to cash their stock as it became necessary.

Point five, our repurchase understanding was already arranged for by our policy of exchange for other products instead of buying back surplus from our jobbers.

On point six we agreed there was no immediate need for plant expansion.

Those participating in the discussion were: Russell Easley, Geo. Gregory, Mary Lipferd, Albert Hines, H. E. Bogardus, Milburn Forth, Elmer Burkhart, Ardath White.

The final vote on the motion showed approval by 52 and disapproval by seven.

C. C. Meeting, January 22

Chairman, C. W. Knapp.

The secretary read a summary of the discussions and decisions of last Council meeting.

Arlie Myers reported from the Needs Committee that Norman Hapgood's salary be $2,000 a year. This would not entitle Norman Hapgood to guaranteed permanent employment with us.

Chloe MeHarry moved that Norman Hapgood's salary be $2,000 a year but that he not be guaranteed permanent position with us and that he not receive the full protection of ordinary salary employees. This motion was carried. Arlie Myers moved that this salary should start as of January 8th, which was the time that he was placed on our payroll. Albert Hines seconded this motion and it was carried unanimously.

Wm. Hapgood spoke about engaging salesmen for Columbia work who will be resident in some part of New England. He stated that it is very expensive to send our men from here to check up on the work and he felt it was important that we do check up on this kind of work, therefore, he was considering the advisability of securing resident salesmen to carry on after our salesmen have left New England.

Mr. Hapgood gave a resume of his work on Columbia label since its inauguration at the Regal meeting held here on October 22nd. Until recently we have

been packing soup under the jobbers' labels, but some months ago it seemed advisable to members of the Sales Department to launch a label of our own. New Haven was chosen as the place to begin work on Columbia label outside of Indianapolis. Two reasons were given for choosing this market. First, on November 22nd, Mr. Hapgood spoke at Woolsey Hall in New Haven and later before other groups who showed a keen interest in Columbia policies and a desire to purchase our products. Second, there is less likely to be friction in that market since we have only two private label customers in New England.

Miner, Reid & Tullock, the jobber through which we are launching the Columbia label in New Haven, distributes his goods through two groups of retail stores; the Checker Stores, numbering about 150, and a large number of stores outside the Checker system. Nine hundred cases of soup were moved during the first two weeks after they stocked it, and in all they have purchased about 3,000 cases. The only sales effort used was public speaking until about two weeks ago when our first newspaper ad appeared in the *New Haven Register*. These ads are being written by the Gundlach Advertising Company of Chicago, and are being edited by Powers, Wm. P. and Norman Hapgood. Mr. Hapgood stated the men and demonstrators working in Bridgeport had gotten many favorable comments on these ads.

Mr. Hapgood then presented three problems for us to solve in our Columbia work:

1. Wholesale outlets. It is desirable to get customers that have a definite reason for giving assistance in placing our products on the retailers' shelves.
2. Securing effective retail outlets.
3. Moving goods off the shelves by arousing consumer interest.

After covering all jobbers of importance in Connecticut, Massachusetts, Rhode Island and New Hampshire, in company with Powers, Mr. Hapgood believes that we could get the wholesale outlets, and that within the next 90 days we will be able to get fairly satisfactory outlets at each New England jobbing point.

Public speaking is doing a great deal of good in the New England territory and this will be continued, but it is still too early to tell how long advertising and speaking will be carried on.

Our private label business has been unsatisfactory because our private label customers have not been able to arouse the interest of consumers in our products under their label. Upon our ability to solve this difficulty depends our success. We have been able to arouse some interest in Indianapolis but we have been handicapped by not having enough retail outlets through the Regal Stores. Recently Schnull, one of our local jobbers, has agreed to take on Columbia label. This will add a large number of retail outlets. In this connection it was suggested that if Jack Evans and Al Walter, who are in charge of this market cannot cover Schnull stores rapidly enough it might be necessary to recruit assistance from the plant to help out. Mr. Hapgood believes we can get thirty or thirty-five wholesale outlets in the New England territory. If we can follow on with effective retail work we will probably average two cars per outlet. This would mean a business of $135,000 on Columbia label in that market by June 30th.

H. E. Herner wanted to know how the advertising agency felt about the advertising we are starting. Mr. Hapgood replied that The Gundlach Advertising Company was very optimistic about the outcome of this advertising. Mr. Gundlach said that in his 29 years of advertising experience he had seen nothing that offered the unusual possibility that Columbia label does.

Chloe MeHarry wanted to know if Mr. Hapgood had estimated the cost of this advertising. This was estimated at approximately $1,500 per $7,500 worth of goods sold. It will be perhaps six months before we can reach a decision as to how much per thousand dollars we will need to spend to arouse consumer interest and support.

Mr. Hapgood also commented upon the general sales outlook. He prophesied a loss for the second half of the present fiscal year. We cannot meet our bank obligation before the end of the year unless:

1. Our sales between now and next fall are heavier, and the pack lighter.
2. We secure wholesale outlets for products now on inventory.
3. We expand our sales, under the Columbia label.

At the suggestion of Dorothea Nord Holt, Leo Tearney reviewed briefly his figures as to the movement of soups during the last part of the present fiscal year and the probable loss.

Arlie Myers stated there were several things that will affect the sale of soup (tomato soup particularly). Among these things he listed the falling off of demand for high quality soup because of the sale of cheap pulp and cheap tomato soup retailing at 5 cents a can. Arlie expressed the belief that we will move some tomato soup between now and the end of the fiscal year but the decrease in consumption of tomato soup would be somewhat off-set by the increased sale of non-tomato soup. H. E. Herner asked Mr. Hapgood if the sale of this cheap tomato soup had hurt the sale of Red and White soup, or if Red and White could sell more soup if it were not for this cheaper soup. Mr. Hapgood replied, no, that he felt Red and White would not buy any more soup than they are buying even though the cheaper soup was not on the market.

Mr. Frederick Shanley, who was visiting at the plant during the day, stated that we should reduce our expenses to a very minimum and increase our sales to a very maximum. The question was asked if the estimated loss would be off-set by using the sinking fund appropriation and the employees took the balance of their deferred salaries in preferred stock. The estimated loss for the year was $50,000.

It was stated that we now have in reserve for operating loss $21,529.00, in other reserve $14,500 and have about $40,000 in the sinking fund.

Chloe MeHarry stated at this point that she thought it most unfair to permit those persons resigning to draw all of their deferred salaries in cash, particularly the two-fifths which all Council members had agreed should be paid back only in the event it was not needed to cover a loss. The chairman, however, ruled that this was off the subject. Mr. Hapgood, however, felt that we should discuss the advisability of charging the sinking fund back to the expense accounts, and taking a 20 per cent. reduction in salaries. This would automatically prevent anyone receiving that portion of their deferred salaries which had gone into the sinking fund. The subject of paying dividends on preferred stock to outside stockholders was brought into this discussion. The feeling was expressed that these stockholders should be considered first, because some of them depend upon their dividends to a great extent and need them as much as Columbia workers need their weekly checks. Mr. Hapgood also brought up the fact that he had heard that some of our workers were selling their preferred stock to loan companies because they were in need of ready cash. He condemned this practice, as once before this loan company had made it very difficult for us when we wished to repurchase this stock, or increase our issue of preferred stock. Arlie Myers spoke against reducing our salaries to 80 per cent. at this time. Mr. Shanley at this point, stated our procedure of allowing those resigning to draw out their share of the two-fifths in deferred salaries, was unfair to the persons remaining.

Wm. Hapgood moved that we credit the Sinking Fund account to the proper expense accounts to whatever the amount may be at this time and hereafter the sinking fund will be abolished and we will go on the 80 per cent. rate of income. Chloe MeHarry seconded this motion, and it was given a trial vote which showed all in favor of this motion except one. Arlie Myers moved that this vote be taken as final. This motion was seconded and carried unanimously. Mr. Hapgood stated that we should make a great effort to get rid of our bank debt this year.

Frank Eustis asked whether we borrowed money on open account or on warehouse receipts. Mr. Hapgood replied that we borrow on warehouse receipts and that he felt that we would not again be able to borrow on open account until we pay off our bank debt and show the bank that we can do this.

Meeting adjourned at 8:40.

Those who participated in the discussions were: Wm. P. Hapgood, Arlie Myers, Mary Lipferd, Albert Hines, Dorothy Nord Holt, Leo Tearney, Chloe MeHarry, Howard Herner, W. H. Hines, Frederick R. Shanley, Geo. Gregory, Walter Mullen, Marion Bogardus, and Frank Eustis.

C. C. Meeting, January 29

Chairman, C. W. Knapp.

The summary of the minutes of the previous meeting were read, after which Eva East's resignation was presented to Council by the chairman who stated that this resignation was to take effect February 4th.

Eula Toon moved that we accept Mrs. East's resignation effective as of February 4, 1932. This was seconded and carried unanimously. The chairman made an announcement concerning the speaking engagement of Lucien Koch of Commonwealth College who will speak here at the plant during the noon hour on February 2nd.

The first matter to be discussed by Council was the manner in which we were to pay deferred salaries. The chairman opened this discussion by reviewing previous discussions on this subject. After this introduction to the discussion, Leo Tearney moved that the decision that was reached at the former meeting stand. This motion was seconded. The previous decision of Council was to have the deferred salaries account remain on the books as is, in order to curtail spending of money in future, and that this money be paid back if and when we can see our way clear to do so.

Arlie Myers asked if this money could be issued in preferred stock before the new issue was made? Howard Herner stated that the majority of the deferred salaries could be issued in preferred stock, but some would have to wait until the new issue was made.

Mr. Hapgood stated that there were two groups of partners here in the organization:

1. Some who have done everything that they could do for the organization and

2. Others who have not done everything in their power to help finance the organization.

He felt some people had not taken the responsibility of ownership in industry. This, Mr. Hapgood thought, is a very important part of the working out of our program of industrial democracy. He likened the ownership of the Columbia Conserve Company to that of individual ownership of business. He felt that any one in our organization who owned a business would do all he possibly could to finance his business even to withdrawing less from the business for his immediate needs, and this, he stated, should be true of the Columbia workers because they do own this business collectively. Mr. Hapgood emphasized the need for a sharing of responsibility in financing the business and once the need is granted, he thought the next step to take is to determine to what extent each one of us should go in assisting the financing of the business.

The chairman stated that some people couldn't see how the transfer of this money would do the business any good. Deferred salaries, it was explained, have preference over loans from banks and other expenses, and if the business should liquidate, these deferred salaries would have to be paid before the bank loan would be paid, and this fact might have some bearing on the bank when we wanted to borrow money.

Leo Tearney said that he was still opposed to the transfer. Statements had been made to the effect that the group has enjoyed too high a standard of living and had become soft. Leo did not believe the standard had been too high and that to lower it very much would have a serious effect on the morale of the group. On the other hand the bank loan is secured by warehouse receipts, making the balance sheets have little effect upon our ability to borrow money. So far as the group not realizing its full responsibility to the company, Mr. Tearney felt that the group does realize it to the fullest extent, and that the real solution of the financial problem does not lie in cutting incomes but in carefully considering many of our policies which no other manufacturer would think of putting in the cost of production. Leo referred to our Health program as one place where we might cut expenses. In answer, Powers Hapgood stated that the bank looks at a lot more than the warehouse receipts when it is making a loan. The banks look first at the balance sheet and then at the collateral, and no matter how much collateral a company may have, if the financial condition of the business is not sound, the bank will not take the risk. The thing banks are interested in is the ability of the organization to pay back the borrowed money. Powers and his father had talked to the vice-president of the Central Trust Company in Chicago and outlined to this banker the Columbia labor program, and the banker said "of course, we are going to insist on our loans to you being paid when they come due." It is very difficult to get extensions on loans if the balance sheet is poor, this Powers gave as a reason why he was in favor of transferring the deferred salaries into preferred stock, to improve the balance sheet.

Powers stated he would rather take a much larger cut in salary and keep the medical program even though this would require his taking a lower standard of living.

Powers made the statement that we have no business adding to our payroll unless these people can help expand our business. He felt it would be better to put people on the payroll temporarily in the east to do demonstration than to send salaried workers there and pay all their expenses. Powers wished to keep our present protections and have deferred salaries paid in preferred stock.

In answer to statements made by Leo, Mr. Hapgood thought that there was no one that had advocated a lower standard of living insofar as he had learned. The chairman asked if anyone had heard any other member of the group advocating this lower standard of living, to which Leo Tearney replied that he had heard that Powers had advocated this lower living scale, and when Hewson had asked for a week's salary to move, Mr. Hapgood had made the suggestion that if we would lower our standard of living we all should be granted a week's salary. Powers admitted that what Leo said was true, but that he was not advocating a lower standard of living because people were getting too much now. Wm. Hapgood stated he had suggested that we are vastly better off than the great majority of working people today, and we should be willing to sacrifice some in order to see the experiment through and to help ourselves.

Arlie Myers stated that at the other Council meeting when this subject was discussed the question was asked then as to how this transfer would affect the balance sheet and he was not convinced at that meeting that it would help much if any to make this transfer. However, at this meeting there seemed to be a general opinion that the transfer of this would help the appearance of the balance sheet. It was stated by Howard Herner that the immediate transfer would not make a great difference now but by the end of our fiscal year it might make a definite difference. Arlie Myers stated that so far the employees had "played the game" and had been willing to go the limit in any emergency and he saw no reason why we should worry about whether or not the workers would be willing to transfer their deferred salaries into preferered stock if at the end of the fiscal year we think this advisable. Arlie thought that any individual should receive his deferred salary in cash if there was a real need. Powers Hapgood suggested that those who were unable to get by on the 80 per cent. salary see the Needs Committee. Powers wanted the Council to go on record now as being in favor of transferring the deferred salaries to preferred stock when the time comes that we cannot pay back the bank and have to get the loan extended.

It was moved that if we have not paid the bank when the loans are due we will then transfer the $15,000 into preferred stock. This motion was not seconded. The chairman took a trial vote on the question "how many would be willing to transfer their deferred salary into preferred stock at the end of the year if we have not been able to pay our debt to the bank by that time?" All in favor except two. Wm. Hapgood said that time and again department heads have come to him with the statement that it is necessary for certain action to be taken with regard to certain things in their departments. Mr. Hapgood stated that he and Howard Herner had assumed the obligation of contacting the banks and that they have been placed in the position several times of doing it almost at the last moment. He stated it is very much more necessary to foresee the financial position of the business than to foresee how much tomato acreage we will need.

Geo. Gregory wanted to know what Mr. Hapgood felt the group should do tonight. Mr. Hapgood replied that he felt the group should obligate itself to do certain things.

Moved that deferred salaries stand as they are and that the last motion passed at Council meeting stand with the understanding that if by the time the bank obligation becomes due we have not paid the bank we will then transfer the $15,000 into preferred stock in the names of individuals to whom money is owed.

Taken to a vote this motion resulted in 38 in favor and 25 opposed with 7 not voting.

Kenneth Lucas moved that we have another vote. Geo. Gregory seconded this motion, and it was carried.

Powers stated that it is true that doing this tonight would not put any more cash into the business but the bank takes the balance sheet into consideration when making new loans, and this transfer would show a better balance sheet.

In reply to a question by Arlie Myers, Powers stated that to take action tonight would then give Mr. Hapgood and Mr. Herner the authority to inform the bank that at the time the bank loan is due the money will be transferred into preferred stock, as the Council had already acted upon this matter. This would also give the bank more confidence in our ability as workers to manage finances and foresee financial conditions. Mary Lipferd expressed the desire to have this discussion over with, and suggested we take action on this transfer tonight.

Mr. Tearney stated that in November we were tendered orders for tomato soup that would have resulted in $5,000 worth of business but because of the fact that Mr. Hapgood insisted on standing pat on prices that we knew he could not get we lost that business. Leo stated the General Sales Committee has decided on certain allowances—60 cents on tomato soup and another 20 cents per case off. Hapgood had changed this. Leo stated this will result in a decrease in business when this is withdrawn. He also said, using Mr. Hapgood's words, he wanted Council to know that they are accepting that responsibility if this results in decrease in business.

Powers stated that such things are pertinent in our relationship with the bank, but that they are not pertinent to this discussion. Another vote was taken as to whether or not we leave the deferred salaries on the books as they now are. Resulted in 31 in favor and 39 opposed.

Kenneth Lucas moved that this vote be taken as final. Mary Lipferd seconded this motion which was lost.

Powers Hapgood moved that we agree in case we have not paid the bank back shortly before the loans come due that we the ntransfer our debt to ourselves to

preferred stock. Motion not supported.

W. H. Hines moved that we pay deferred salaries by means of preferred stock as soon and to as great an extent as we can. Arlie Myers seconded this motion.

The question was asked whether dividends would be made retroactive or as preferred stock is issued? In answer it was agreed that dividends start as of the date of issue, and stock issued pro ratio, i. e., each employee will get a certain part of his preferred stock until the new issue at which time the balance will be issued. Howard Herner thought we should not take this action until the first of March. Kenneth Lucas stated that if we issued all the preferred stock which we have on hand now then it would be impossible for us to sell preferred stock to any outsider who might wish to purchase it.

Frank Eustis did not believe this could be done inasmuch as these loans were made in the form of individual loans and each person to whom the company owed money could be asked for the repayment of same in any form it wished. Frank also objected to the new issue of preferred stock.

Arlie Myers felt this stock should be classed in the same class the preferred stock purchased out of savings, allowing the individual to ask the stock purchasing committee to buy this stock when it was needed without having to have his case discussed in Council. There is usually not much question about the repurchase of stock from an individual who has paid for it out of his own pocket.

Mr. Hapgood suggested that Council give him definite authority regarding Al Heist, and asked Dorothea Nord Holt to explain the situation which has caused Mr. Hapgood to ask for this authority. Dorothea stated that for some time past Mr. Heist had resented taking orders from Mr. Hapgood and had done a great many things on his own hook, such as accepting speaking engagements when it was not his responsibility to do so, and Mr. Hapgood felt that he would be unable to effectively take charge of the publicity work if Mr. Heist continued to go on his own without even as much as reporting when he accepted speaking engagements.

It was the opinion of many of the group that Mr. Heist should come directly under Mr. Hapgood who is head of Department 1, and in charge of publicity work. After some discussion about just who would be responsible for the work done by Mr. Heist, it was moved and seconded that the leader of the Sales Department No. 1, Mr. Wm. P. Hapgood, be responsible for the direction of the activities of Mr. Heist in publicity and sales work. Mr. Hapgood to have complete jurisdiction over this work as head of that department. This motion was carried unanimously.

Mr. Wm. Hapgood stated by way of information to Council, that Norman Hapgood expected to have his salary reduced by 20 per cent. as was done with the other members of the group. This was accepted by consent.

The next question discussed was whether or not we should employ temporary salesmen in the East. It was suggested that we employ several local men on a commission basis to do sales work. The reasons for this suggestion were the saving to the company in salesmen's expenses, since it costs a great deal to send men from Indianapolis to New England, plus the need for covering certain New England markets as soon as possible. Powers outlined his plan for work in Worcester as follows: Local salesmen will go into this market and without the aid of the wholesaler, and go from store to store getting orders and making arrangements with jobbers to distribute these goods as we take the orders.

Arlie Myers asked if an advertising campaign was planned. The reply was not at this time, but later on we may decide to run ads.

Frank Eustis wanted to know if selling prices would be the same as we have had in New England to the retailer? Powers thought we should make lower prices. Powers thought the jobbers price should not be higher than 10 cents a dozen above his cost. They intend to give one case free with five for a period of thirty days. This period starts from the day the advertisement appears in the papers. The free variety to be used in this case will be tomato soup.

Kenneth Smith wanted to know if this plan had been referred to the General Sales Committee, and Howard Herner replied that it did not need to be referred to that body because Mr. Hapgood was in complete charge of Department 1.

Arlie Myers moved that Department 1 be granted the privilege of making the experiment in the East on Columbia label with resident salesmen. Albert Hines seconded this motion and it was carried unanimously.

Frank Eustis wanted to know why the four salesmen now on salary could not be used. Leo Tearney stated he was given to understand that he was not to count on those men. Mr. Hapgood wanted to know if it was the desire of the salesmen to be transferred into Department 1 as soon as it is ready for them? Mr. Hapgood stated these four men could be placed effectively in a week or two.

Powers brought the discussion back again to the temporary workers in the East by asking Council what compensation it would be willing to consider fair for these men. It was suggested that we give these men a drawing account of half of our present salaries at the plant counting the deferrment, that means a married man would receive half of the 80 per cent. salary of a married man working at the plant. Mr. Hapgood suggested that we leave the rate of commission to be paid to Powers and his judgement. It was taken by consent that we guarantee these men one-half of our minimum plus a commission to be determined by Mr. Hapgood and Powers.

It was left to Powers to make whatever arrangements he felt wise with regard to rate to the men who use their own cars in this work. Powers also will be responsible for the reports of these men on their work, the number of cases sold, etc.

After this matter was settled, Powers brought up the application of a Mr. Albert Miller who for the last ten years has had a varied experience including preaching, working in a factory and doing sales work. Mr. Miller suggested that we give him a chance to show that he is much more effective than the average salesman would be. Powers felt Mr. Miller should be put on salary at the regular rate of a married man with three children with the understanding that he is not to be guaranteed a permanent position unless we feel satisfied that he is going to be unusual. Powers recommended taking Mr. Miller on in the Publicity and Sales Department for use in the New England unit with the understanding that if he does not make good in three or four months we are not obligated to keep him. If the work on the Columbia label in New England develops as we think it will we will want a permanent salesman in New England and if we can train a resident salesman he could take complete charge of this work and we hope that Mr. Miller will develop into this person.

Mr. Miller's duties at first will be arranging speaking engagements for our public speakers and doing some sales work.

Arlie Myers stated that now that we are contemplating taking on another wage worker in the Sales Department we would have to consider what would be done with Frank Baldwin, whether or not we should place him on salary. Kenneth Smith doubted whether within a period of two or three months that Mr. Miller would be well enough acquainted with the Columbia Conserve Company that he will be able to tell the story of the Columbia's policies.

Arlie Myers moved that we accept Powers' recommendation and place Albert Miller on our pay roll at the wage of $31.20 without the guarantee of permanent employment and without medical care. Albert Hines seconded this motion and it was carried with but a few opposed. It was taken by consent that if it is possible to arrange a Council meeting a week from Monday that Albert Hines and the Agenda Committee decide this.

Meeting adjourned at 9:45.

Those participating in the discussion were: W. P. Hapgood, H. E. Herner, Leo F. Tearney, Arlie Myers, C. W. Knapp, Powers Hapgood, Mary Lipferd, W. H. Hines, Geo. Gregory, Albert Armstrong, Kenneth Lucas, Frank Eustis, Opal Hassenzahl, Dorothea Nord Holt, and Josie Baker.

"In regard to international affairs we in America are notably long on international facts and notoriously short on international policy. We know a great deal about world politics but do not act like it. The problem before us is to discover ways and means by which the facts can be used to make a sound policy. In a democracy such as ours the real test of our facts is not how well we recount them but how well they help us to get things done."

Stanley High.

CAULDRON JOKES

The lesson had been about gramophones and other modern inventions.

"Does any boy know," asked the teacher, "from what the first talking machine was made?"

"Yes, sir," answered little Freddy, "from a rib."

The Gossip: "I hear your store was robbed last night. Lose much?"

The Optimist: "Some. But it would have been worse if the yeggs had got in the night before. You see, yesterday I just finished marking down everything 20 per cent.

Cop: "Hey, there, don't jam up traffic! Why don't you use your noodle?"

Sweet Young Thing: "I didn't know the car had one."

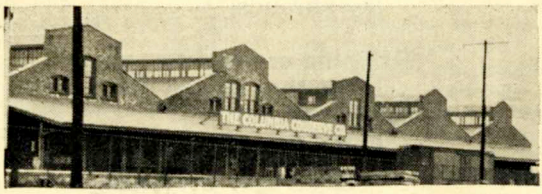
INDIANA STATE LIBRARY

The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 6 MARCH 1932 No. 2



Home of The Columbia Conserve Co.

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INDIANAPOLIS

March Lyric

Leaden skies,
  Wind and rain,
Weather-glass falling,
  Snow again.

Increased cold,
  Sleet and hail,
Shrubs encased in
  Coat of Mail.

Lo! the sun
  Rives the clouds,
Shrubs are freed from
  Icy shrouds.

Dripping eaves,
  Birds that sing,
Earthy odors,
  It is Spring!

GRACE MAY STUTSMAN.

THE COLUMBIA CAULDRON

Published Monthly
BY OF AND FOR EMPLOYEES
of the
COLUMBIA CONSERVE COMPANY
INDIANAPOLIS, INDIANA

75

COLUMBIA, A GLORIOUS ADVENTURE

America is immersed in a money culture and a business civilization. The undertones and overtones of our social order are impregnated with selfishness. From the cradle to the grave we are infected with the corroding influence of materialistic standards, so that we all, in greater or less degree, fall victims to this deadly malady.

To me, one of the most encouraging features of the contemporary scene is the Columbia Conserve Company itself. You are trying to build an organization for the welfare of the producer and the consumer without absentee stockholder control. It is a glorious adventure, the importance of which no doubt even many of those who are participating in it fail to fully comprehend. From the standpoint of a disinterested observer, the Columbia Conserve Company represents one of the most constructive experiments in our time. Each and every worker, even if engaged in a task which may seem little different from the drudgery of the ordinary factory, is in reality participating in something which in the future may revolutionize our entire social and economic structure.

In these days of depression many of us fail to think out clearly a strategy for our lives, and fail to see them in perspective with the needs of our era. In thinking of the Columbia Conserve Company, my mind turns naturally to three outstanding leaders of our epoch—Ramsey MacDonald, Ghandi, and Lenin.

MacDonald used the strategy of political action to work for justice for underprivileged groups as he sensed the need. In the past he has always declared that his life would be spent in the interests of the common masses of the people. Whether or not he has held true to the supreme needs of the working classes of England, we can still recognize the creative power of his early achievements.

Ghandi in India has not only followed this strategy of working for the masses of the people, but he has wholeheartedly given his life to win freedom, justice, and spiritual values for his race. He has refused to compromise at any point where he felt the higher loyalty called. He has repudiated the technique of violence and substituted that of "soul force." He has been willing to go to jail repeatedly, and to violate the law if necessary. His strategy has been diametrically opposed to the power and privilege of the great British commonwealth. We need more of this strategy in America. Lenin used the technique of violence but perhaps his supreme contribution was his willingness to uncompromisingly oppose capitalism, root and branch, even if this meant loss of life itself. He would not compromise one jot or one tittle with the powers of economic selfishness or materialism, and he was willing to give his life for his cause.

Is not the Columbia Conserve Company engaged in a strategic movement which parallels to some degree the work of these leaders? Every member of the plant is in reality challenging the accepted standards of the profit motivation and capitalism itself. He is using the strategy of non-violence. He is uncompromisingly opposing capitalism, but doing it through a constructive movement which will tend to supersede and supplant the old methods which have been so disastrous to human welfare.

As a student of economics may I pay humble tribute to the heroism, the devotion, and the service of every worker in the Columbia Conserve Company? To you the task may seem quite commonplace, but in reality you have joined with the greatest leaders of our time in the crusade for human happiness. Let us hope that the toxic effect of a diseased social order will not in the end undermine the morale and block the achievement of this great adventure in socialized industry. We who are only theoreticians and teachers acknowledge our debt to you who are living and doing what we merely talk about.

Jerome Davis,
Department of Social Service,
Yale Divinity School.

WHAT IS DEMOCRACY?

IT is an old question, this of the true nature of democracy, and will still remain with us a long time, not only in politics, but also in industry, until we have proved that it can be a success or admitted that it is the road to failure.

Conservatives have always said that democracy would fail, because large bodies of men and women, without training, would not be able to act in unison or to follow and support their more informed leaders. Progressives, on the other hand, have maintained that with experience the majority would develop the same qualities of skill, leadership and support of the selected leaders that a smaller class has shown. They have admitted that if freedom did not develop restraint and team-play it would fail, but they have also strongly hoped that liberty would mean as good leadership as despotism, or better, and as much loyalty in the rank and file to their leaders, or more.

In politics there have been some interesting examples of late. After the war there was more confusion than usual in Italy, and more obstruction to effective business, with the result that a movement toward despotism was successful, and met little resistence. No doubt the Fascist dictatorship will be overthrown before many years, but whether the more democratic regime to follow turns out to be permanent depends on how efficient it is. Democracy is safe in countries like Denmark, Norway, and Switzerland, where the people are trained to sound methods, but whether it will be able to work in Spain, with many uneducated and discordant elements, remains to be seen.

Russia is a specially instructive example. Democratic rule in industry was something in which the leaders were keenly interested. They arranged, therefore, that representatives of the unskilled masses, which they call the proletariat, and we call the rank and file, should have the final power in the factories, the technicians being subject to their orders. The committees of the rank and file used their power to interfere with the technicians to such an extent that it soon became apparent to the rulers that the factories were decreasing in efficiency. The whole Russian Communist idea was based on the notion that the masses, or rank and file, should mix in everything, and it was hard to give up this idea, but the men in control of the nation were not without intelligence, and they realized that it was necessary to survive, and that survival of their ideas was impossible unless those ideas showed an effectiveness approaching the effectiveness of capitalism. Therefore the chiefs, headed by Stalin, simply abolished the rank and file representation in the factories altogether and introduced a rule by experts as complete as that which exists in the plant of Henry Ford or any other capitalistic success. It was a perfect example of the truth that popular rule cannot survive if it means the interference of untrained persons in matters requiring training.

Not long ago Al Smith, the greatest expert in government now living in New York State, laid down a similar principle. He was criticised for taking a position opposed to that of his party and of its chairman. "That means nothing," said he. "The chairman of my party has no right to be talking about the subject, for the simple reason that he knows nothing about it." Nobody is more democratic than Al Smith, but he knows what democracy means, and what it does not mean.

Why is it that in the fairly long list of co-operative enterprises in production there is an almost unbroken list of failures? I think it is because they have relied too much on their advantages—as in having certain markets assured—and too little on the need of equalling the capitalists in technical skill. A group that is second-rate in skill may get along while the going is easy but it will drop by the way-side when the road is rough. I can easily imagine a merchant marine run on principles that were soundly democratic, but what would become of it if the unskilled thought they had to decide what repairs were or were not needed on a certain engine, or if the crew in the middle of a storm felt free to spring all kinds of petty arguments on the captain, or any other ship officer? What is the point in having a Captain and other officers, anyway? Can anybody imagine an ocean liner being run by a crew without leaders, or successfully run by a crew that was at any moment likely to interfere with its leaders?

If any democratic enterprise is to work it must recognize the difference between legislative power and executive power. The legislative side of things should represent mass opinion. The whole body should choose its leaders and also consider and decide very general matters affecting the welfare of everybody. That is the function of legislation. But the men who wrote our constitution, or those who have written any successful free constitution, know that the executive, or action side, cannot be like the deliberative side. You cannot run an army as a debating society, nor can you run the action side of any business like a debating society. Therefore, when the executives are chosen they can be replaced, if not satisfactory, but they cannot be pestered and interfered with, or they will be unable to compete with the experts in less democratic organizations.

These universal truths can be seen in any business, large or small. My brother, in my opinion, undertook a magnificent work when he led the movement to make our business democratic to an advanced extent; more so, I suppose, than any other successful business anywhere. The undertaking was so difficult that perhaps, in his desire to give confidence to the majority, he was more taken up in extending freedom, and urging the participation of all, than he was in warning that freedom could easily destroy itself if it were abused. Reading THE CAULDRON lately, and also, since joining the working force, seeing something of jealousy and disorganizing tendencies growing out of vanity, I have wondered whether the boldness and generosity of my brother's idea had not led him to confide too far in the common-sense of the average person.

The majority, in our factory as elsewhere, is sensible. Many of them have struggled with specific problems long enough to know how difficult they are. If both sides of a question are fully presented, the Council is nearly sure to decide according to reason and experience. The danger comes when more smooth talking is done on one side than on the other, and this situation is likely to arise when some of the most experienced and expert members are off doing their work, not able to give their time and strength to argument. It is as a protection against irrational and constant interference that executives in any strong organization, political or economic, are always given the power to make decisions and have them obeyed. If the person not liking an order wishes to appeal, there should be convenient appointed times for doing so, but if he is free to rebel on the spot, and be supported in his rebellion, then discipline is at an end and the danger is serious.

The importance of success, in a pioneer attempt like ours, is that other owners will be either encouraged to follow our example or else discouraged from doing so. If we turn out to have all the capitalistic discipline and efficiency, along with great new contributions, such as steady employment, complete health protection at the company's expense, and adequate provision in old age, then we may be leaders in history. If we fail to weather the stormy years ahead, then the word will go around that we were too heavily handicapped by undigested theory, and the movement toward economic freedom will be slowed up. I have noticed much in THE CAULDRON about Russian theory, but not very much about why theory had to be killed in their factories.

I notice also that some workers do not seem to understand the nature and importance of credit in the modern world. A few years of heavy loss would mean that the business would pass over into the hands of our creditors, meaning presumably the banks, and that a person called a receiver would then become an absolute despot, who would decide whether to close up the business or to continue it under one-man rule.

Our credit always depends upon the financial soundness of our business, but it also depends upon the firmness and the quickness with which we deal with emergencies, and this emergency side of safety and efficiency has been particularly noticeable with us during the last six months. Last June, as we know, our sales showed a very great shrinkage, and this meant a very serious falling off in income. As we did not then have a cash reserve adequate to tide us over the bad situation, immediate action was a necessity. Our action in deferring the payment of 50 per cent. of our salaries for an indefinite time was wise; it was indeed necessary; but there were disquieting elements, especially in the amount of uninformed criticism brought out by steps that were obviously necessary. One such step was the payment of such deferred salaries by preferred stock. Another was the charging of the sinking fund to payroll, instead of trying to pay it back in cash at a later time. I will say frankly that in no sound business enterprise could a lot of talk about dictatorship, etc., because of such rapid and needful action, be successful, and I am happy that it was not successful in our company. To show that some members of our organization do not understand the sacrifices they must make, if they are to show themselves fit to survive as owners, instead of always being merely employes, I will quote the greatest industrial student, in my opinion, now living in this country, Mr. Justice Brandeis, who follows our experiment with unceasing attention. He told me recently that his feeling, since the depression especially, is that the workers still remain too much interested in what is coming to them now—their salaries—and too little in their ultimate fate as

owners. Had they acted as completely enlightened capitalists—for capitalists they now are—they would have kept up their 50 per cent. cut until they had so large a sinking fund that they could be independent of banks. So far from going that distance, some of our people make a great fuss about any sacrifice at all of the present to the future, and indulge in talk about not lowering the standard of living, as if any lowering of the standard of living, within the limits of ordinary health, was not worth while to make the future safe for our workers, to say nothing of making an example of success in worker-ownership, instead of one more example in the long list of failures in that kind of effort. Put yourselves outside and answer this question: Can the workers expect banks and non-working stock-holders to stand ready to finance us if they see that we, who stand to gain so much in the end, are not willing ourselves to make courageous and sustained sacrifices to reach our goal?

I have myself been placed in the publicity subdivision of the Columbia label branch of the sales department. I therefore take direction from the chairman of the sales department, who happens to be my brother. If I thought he should be removed I would wait for an annual meeting, or other meeting at which changes in the whole organization were on the agenda, and fight then for a change. But while he is in charge I shall not either wear him out, or lessen his efficiency, or demoralize the force, by acting as if it were an insult to my dignity to receive directions from the chief of my division. I have worked in a number of successful and interesting organizations, and I have noticed that people who are unwilling to obey are also unfit to lead, and that they in the end have to be dropped.

Nothing could be more foolish than to close our eyes to the hard years immediately ahead. With common sense we can pass through them safely, to the glory of our enterprise and the benefit of mankind. But common sense we must have, and modesty, and discipline.

Norman Hapgood.

The local church-school lesson in the primary department was about Samson. After the teacher had described the great deeds of the man to her small charges, she asked:

Teacher: "Now, where do you suppose he got his great strength?"

Little Fellow: "Oh, I guess he ate spinach."

CHARITY

MUCH is being said these days about charity, and many people are feeling a great glow of satisfaction because they have given alms to those who are in need. Indeed, those who out of their millions have given thousands, and even those of lesser fortune who have followed the advice, "Tonight, say this to your wife, then look into her eyes, 'I gave a lot more than we had planned,'" are satisfied that they have loved their fellow men. They speak often of the Christian virtue of love, and would have you believe that because of their gifts, society is established upon the foundation of love.

It is quite apparent that they have been blinded by the glitter of their gold and deafened by its jingle, so that they are no longer able to see into the hearts of human beings and have long ceased to hear the words of early prophets who declared, "In love there is no fear. Perfect love casts out fear." They cannot understand that men only ask for alms when driven by fear and that the reason charity is necessary is because society is erected on the principle of hate rather than love.

An old Jewish prayerbook contains a significant analysis of charity, written by Maimonides, who lived from 1135 to 1204:

There are eight degrees or steps in the duty of charity. The first and lowest is to give, but with reluctance or regret. This is the gift of the hand, but not of the heart.

The second is to give cheerfully, but not proportionately to the distress of the sufferer.

The third is to give cheerfully and proportionately, but not until solicited.

The fourth is to give cheerfully, proportionately and even unsolicited; but to put it in the poor man's hand, thereby exciting in him the painful emotion of shame.

The fifth is to give charity in such a way that the distressed may receive the bounty, and know their benefactor, without their being known to him. Such was the conduct of some of our ancestors, who used to tie up money in the corners of their cloaks, so that the poor might take it unperceived.

The sixth, which rises still higher, is to know the objects of our bounty, but remain unknown to them. Such was the conduct of those of our ancestors who used to convey their charitable gift into poor people's dwellings, taking care that their own persons and names should remain unknown.

The seventh is still more meritorious, namely, to bestow charity in such a way that the benefactor may not know the relieved persons, nor they the name of their benefactors, as was done by our charitable forefathers during the existence of the Temple. For there was in that holy building a place called the Chamber of the Silent, wherein the good deposited secretly whatever their generous hearts suggested, and from which the poor were maintained with equal secrecy.

Lastly, the eighth, and the most meritorious of all, is to anticipate charity, by preventing poverty; namely, to assist the reduced fellowman, either by a considerable gift, or a loan of money, or by teaching him a trade, or by putting him in the way of business, so that he may earn an honest livelihood; and not be forced to the dreadful alternative of holding out his hand for charity. To this, Scripture alludes when it says: And if thy brother be waxen poor, and fallen in decay with thee, then thou shalt relieve him; yea, though he be a stranger or a sojourner, that he may live with thee. This is the highest step and the summit of charity's golden ladder.

When, of course, we have "anticipated charity by preventing poverty," we will have done away with the institution. Charity is, after all, an outgrowth of the capitalistic system, and the day may come when we shall look upon alms giving as unethical.

Karl Borders, of the League for Industrial Democracy, recently said of charity as applied in this period of chaos, "At its best it is a damnable system.

"There is no gift except it be an exchange between equals which does not bring with it a pauperizing of the spirit on the one hand and a false and devastating inflation of virtue on the other. This is not the place to analyze it, but I should like to submit the thesis that pity, on which charity is based, is essentially an ignoble emotion. It is not the spirit of comrades, nor has it the fire of creation. Our use of the terms descriptive of natural calamities has led us into serious error. This is not a flood, a famine or a fire. It does not involve one group of equals coming to the rescue of another in such a catastrophe. It is a needless and preventable dislocation of a complex industrial machine which demonstrates clearly at last the dependence of one class of society upon another and the lamentable failure of the leaders of the possessing class to find a way. The answer of charity is but the final demonstration of this relationship—in its kindest interpretation a failure of social imagination—at its worst a wanton betrayal of the workers of America.

"But workers of America, increasingly conscious of their betrayal, may today understand more clearly the part they must play in an effective reconstruction of society. Periodic cycles of betrayal must end. Insulting charity must be replaced by justice."

HOW AMERICA LIVES

(A report of the lecture given by A. J. Muste in the L. I. D. Forum series in Indianapolis.)

At the first of the discussion lectures in Indianapolis, sponsored by the League for Industrial Democracy, Mr. A. J. Muste replied to the question, "How does America live?" by quoting William Howard Taft's answer, "God only knows." In elaborating on the problem, he reviewed the economic development of the United States from the days of untouched and abundant natural resources, created without the aid even of Americans, to the present-day economic concentration of industry, which has scuttled the old farming system manned by courageous and self-determined freeholders.

This evolution, coupled with our great wealth, has permitted 6 per cent. of the world's population, occupying 7 per cent. of the area of the globe, to not only produce, but to consume two-thirds of all the food which mankind uses. Besides that, we produce 20 per cent. of the world's gold, 25 per cent. of its wheat, and 40 per cent. of its steel. Above that, we make two-thirds of the oil and shoes, 75 per cent. of the corn, 85 per cent. of the autos, and still have beneath our soil three-fourths of the world's coal and one-third of its iron resources.

In discussing who actually controls all of these riches, a more astonishing picture presents itself when we discover that one bank, the J. P. Morgan & Co., is represented in the management of one-fourth of the total corporate assets of the country. Some of these companies produce most of the output of their industries. For instance, the United States Steel Corporation produces four-fifths of steel rails; the American Telephone and Telegraph Company controls an equal percentage of the telephone service, and with the Western Union operates most all of the means of communication which is so vital to the existence of a democratic government. Production of 90 per cent. of the electricity is in the hands of

fifteen holding companies, and an equal percentage of automobiles come from but five manufacturers. The Maytag Company controls the patents of eighty-five out of every 100 washing machines, while the pre-eminence of Campbell in the soup field is too well known to be pleasant. To quote Mr. Muste, "At no time in history have so few men controlled such vast resources, and such an amazingly complicated machine."

Then, turning to the mass of people, we find seven million unemployed and another seven million on part-time employment, earning less than enough for subsistence. How can there be, in the midst of such plenty, such omnivorous want? The answer is in the great unequalities of wealth, which permits less than one per cent. of the population to own one-half, while twenty-seven million wage earners possess but 4 per cent. of the total capital resources of the nation. Not only have the material fruits of our labors been unequally divided, but also in the matter of leisure time accruing from modern methods have the wage earners suffered discrimination. Whereas the 55-hour week of 1900 might now be a 34-hour week, the actual average is 48 hours.

Turning to the effects of these developments upon the life and character of man, Mr. Muste raised the problem of the moral and intellectual traits of Mr. Ford's ideal man, whose thinking had been transferred to the office and whose purely physical labor is performed by a machine. Likewise, what is the overcrowding and intense activity of the cities doing to the landless, skill-less, rootless proletariat? Beyond these uncertainties, three assets remain which may aid us in pulling ourselves up, namely, our great natural resources, our comparatively high level of health and an optimism which manifests itself even in the bread lines.

Our great weakness is our pioneering philosophy, an individualism which throve in the wide open spaces, but which is a serious disability in a situation where one rises only with the group. From this has come political and trade union corruption, and our habit of evading issues carries over from the days of escaping to new frontiers.

Interpreting rugged individualism as that self-assertiveness and independence from which comes the motto, "Don't tread on me," Mr. Muste claimed that the lack of vigorous opposition is the result of oppression and suppression unsurpassed anywhere in the world, not even in foreign control of India. What has happened in the Kentucky coal fields exemplifies the situation. The solution of these disabilities must emerge from the economically underpaid who constitute the masses and who are at the present time so ill prepared for such a task because of their unequaled lack of interest and education in fundamental problems.

MILBURN FORTH.

THE community known as Kristensbad is located near Granbury, Texas, in Hood county, and occupies some 6,000 acres of high, flat table land which is heavily wooded and has nineteen miles of river front, a guarantee of sufficient water for stock, but high enough to prevent the land from being flooded. John B. Christensen is the founder of the colony, taking possession of the land January 1, 1928. The name Kristensbad comes from the family name as it is spelled in Denmark. Mr. Christensen is one generation removed from that country.

He has brought to settle on this land in Texas a carefully selected number of farmers with the hope that he may build a model community which will ultimately be as self-supporting and self-sufficient as it is possible to be on the resources at hand. Toward this end each individual learns first of all to do things for himself. Producing a surplus of anything is discouraged until each settler has first produced, with the available materials, all of the things he needs himself. When he has done this, he is encouraged to produce a surplus of products for sale, but the primary requisite is to produce first of all what his own needs call for.

Every new settler who is willing to assume his share of the responsibility for building up the community becomes an integral part of it and is not allowed to fail or suffer. Because so much help is offered the members of the settlement, each new comer is closely examined to discover whether he is a person with enough courage and stamina to bear the burdens of building such a society as Kristensbad and one who will not abuse the aids and privileges extended him.

When a prospect is accepted, he is allowed to select any of the unoccupied land, for which he pays $40.00 an acre, but no down payments are required and twenty years are allowed for payment with interest charges at 6 per cent. per year. Care is taken to see that the new settler does not buy more land than he is able to take care of, and he is urged to use what money he may have when he comes to the colony in improving the buildings and land rather than paying it on the purchase price.

One of the first problems of the colony was that of clearing the land, and rather than its involving expense to them, they have determined to make a profit at it. A saw mill has been installed for the purpose of converting the trees which cover the land into lumber for their houses. Each settler fells the trees on his own land, carries them to the saw mill and pays for having them made into lumber. He then hauls the lumber back and builds his own house, buying only such things as nails, roofing and windows. Then they began to realize that almost 60 per cent. of every tree is wasted in sawing it into lumber, and the result is that the burning of charcoal has been started to absorb this waste. The charcoal is sold to railroads, stores and makers of chicken feed, and the community has been able to sell all of this product. A small portion of it is processed in a special way and sold for medicinal purposes. The group also discovered that there were small parts of the wood which could not be used for lumber, but were too good to burn for charcoal, so they started a chair factory in which these parts are utilized. They turn out old-fashioned straight chairs and rocking chairs with cowhide bottoms. The cowhide comes from the beeves slaughtered in the community. The chairs sell for $1.50, and a ready market has been found for them.

The purchase of the *Southern Dairyman*, a twenty-page monthly magazine, with a circulation of 25,000, is the latest step in the direction of industrial development. The paper will be edited and published in Kristensbad and a model printing plant for the publication of the journal is being built.

Every settler is encouraged to buy dairy cows, and when the number of cows reaches 500, a creamery and ice plant will be installed. This will make it possible to establish a market for dairy products over and above those used by the inhabitants of the community. Grinding of oats, barley and such things for feed and corn meal is done in their own grist mill.

A quantity of fine limestone and a good supply of sand, gravel and native rock provide sufficient building materials for the construction of substantial buildings without the outside purchase of anything except nails, roofing and window glass. A large new school house, built from native rock, has just recently been opened.

The business of the community is carried on by three separate corporations—the Marketing Association, the Co-operative Association, and the Loan Company. Mr. C. M. Hammond, in writing of these corporations, says: "The Marketing Association, besides efficiently marketing the surplus produce of the farms and the products of the industries, buys the supplies which must be brought in and runs the community store. Through this association the community is afforded the benefit of their combined purchasing power. The Co-operative Association deals only with livestock and finances the purchases of cows, hogs, sheep, goats and the like for the individual farmers. The Loan Company was organized to finance the Co-operative Association and is affiliated with the Federal Intermediate Credit Bank at Houston. It is capitalized at $10,000 and enables the members of the community to finance their livestock purchases at 6 per cent. per annum. Any member of the community is allowed to purchase shares in any of these associations as well as in the different industries, and about two-thirds of the men now own an interest in them."

When men are busy with their crops, the industries are idle, but when there is no longer work to be done in the fields, they come to work in the factories. There is nothing compulsory about doing this kind of work, but those who want them are given jobs and paid at the rate of from $2.00 to $2.50 a day.

The industries are not only a means of helping citizens earn a livelihood, but serve also as training schools for children of the community. Training in some form of industrial work is offered those boys and girls who do not want to go into farming.

There are many forms of community interests which the group has attempted to satisfy. There is a non-sectarian church in which preachers of any denomination or sect are invited to speak. The new school building serves as a community center and offers many opportunities for social life and the satisfaction of cultural desires. Outside speakers often come and expert technicians are brought in to demonstrate the best methods of carrying on the work of the settlement.

"It is not basing its prosperity on factors over which it has no control, but rather is controlling its own destiny," writes Mr. Hammond in the *Texas Weekly*. "It is doing things for itself and supplying the needs of its own people rather than piling up a surplus of some one thing to sell for less than is

required to pay for the things it does not produce. In doing this, Kristensbad is merging industry with agriculture and striving to make of itself the ideal community of the future."

THE FIVE-DAY WEEK

Because of the fact that the five-day week has so long been recognized by the Columbia Conserve Company, and because, in addition, we have recently adopted an eight-hour day, the following report from the Information Service of the Federal Council of Churches will be of interest:

The United States Bureau of Labor Statistics has recently completed a survey (*Monthly Labor Review*, September, 1931) which indicates that considerable increase in the five-day week has taken place. In the building trades, where the five-day week is most prevalent, the Bureau found that in June, 1931, one or more of the building crafts in 190 cities and towns were on a five-day week. In forty-four cities and towns, all the crafts were working a 40-hour week of five eight-hour days.

As a result of a questionnaire sent to 37,587 business concerns in seventy-seven industries having 3,941,792 employees, the Bureau found (1) that 673 establishments having 199,319 employees were working the five-day week, (2) that in 234 establishments, 22,268 employees were working the five-day week, and 31,856 employees were working more than five days per week.

Of all the employees covered in the survey, 5.6 per cent. were on a permanent five-day week basis. "In some plants where the short week was in effect in part, employees in certain departments were still working more than five days per week because it was not practicable to put all departments on a five-day week basis.

"Plants operating five days or less *temporarily* because of the present depression were not included in the five-day week group; only industrial concerns that have adopted as a permanent policy the short work week were so classified.

"It is evident from information accompanying the replies to the questionnaires that there is a growing sentiment in favor of the five-day week in industry, and that a considerable number of those plants that now work five days or less per week temporarily will, when the depression has passed, readjust their working schedule on a five-day basis."

THE LIFE AND ADVENTURES OF OUR PAY ENVELOPES

(This is a composite of the wage experiences of eleven girls in the Industrial Department of the Bridgeport Y. W. C. A. At present two girls from that department are associated with us as demonstrators in this territory. Their story tells us not only what has happened to their pay envelopes, but what they think would help "insure wages"—application of the principles of the Columbia Conserve Company.)

We live in Bridgeport in the state of Connecticut and work at the General Electric or U. M. C. factory. Our jobs are assembling or bench work. We are not members of unions.

Last week our pay envelopes had in them $10.19 (average). A year ago we got $15.66 a week. Usually when we are working full time we get $16.22. This last year our pay has been cut two times; each time we have had about $2.00 less a week.

At present we are working thirty-five hours a week on five days. We usually work forty-four hours a week. Lots of other people have been having other troubles this year. We have been out of work one week in the year. We have changed jobs two times and each time our pay has been cut by about $1.00 a week.

We live at home with our families. They, too, have been affected by the hard times. Our mothers and fathers were born in Europe and belong to the Italian, Polish or Slovak races. We were born in New England and have three brothers and sisters. We live in five rooms. Out of our families, two people are working now and one is out of work who usually has a job. The wages of those who are working have been cut. We give $6.00 a week to help our families.

In addition to our pay envelopes this last year, we or our families have had to take money out of our savings accounts.

We know many other girls whose experience is like ours this last year. We think some things might be done about our pay envelopes. We would suggest that in order to keep up our pay we have a business without a boss, like the Columbia Conserve Company.

Uncle: "And what's your ambition, Bobby?"

Bobby: "I ain't got any. I just want to be a vice-president."—*Life*.

THE AUTOBIOGRAPHY OF A DEMONSTRATOR

(This introduces another demonstrator who is one of the five in Springfield, Mass. She has worked in several of the industries there, has been unemployed for many weeks and is quite an active member in the Industrial Department of the Y. W. C. A.)

As a non-ranking official in the large army of unemployed, I was quite surprised one morning to receive a telephone call from a woman I did not know, asking me if I would be interested in demonstrating what I understood her to say was silk. Assuring her that I was very much interested, I agreed to meet her at the Y. W. C. A. for more definite information and instructions. When I arrived in the afternoon I found that the woman who had called me was Miss Christensen and she outlined for me the kind of work that was to be done and asked me if I would come back the next afternoon. There were to be other girls there then and she said she would open up a few cans of soup to enable us to get more knowledge of the product we were to demonstrate. I was quite bewildered, for I was thinking of silk and she was talking soup. Then it occurred to me that I had misunderstood her over the telephone and it was not silk I was to demonstrate at all. After the first surprise had passed, I turned my attention to learning the methods of demonstrating soup. Having obtained a pretty good idea of it and feeling quite able to demonstrate it myself, I received my final instructions and the address of the store where I was to report for my first public soup demonstration. Told to report at a certain New England store, eight miles out of town, at 9:00 a. m., 8:15 Tuesday morning found me there ready for work with all equipment. Entering the store somewhat timidly, I asked for the manager, and, finding that I was speaking to him, I informed him as to my identity and told him I was to work in his store. He replied that it was news to him and that he certainly wasn't going to have a demonstration that week. Of course, I felt quite out of place and wasn't sure what to do next. I had about decided to start for home when into the store came some kind soul who helped me out of my difficulties. I learned later that she was Mrs. Goodwin, who is in charge of arranging demonstrations in Springfield. She talked with the manager a short while and then took me over to another store where I set up my equipment and started demonstrating. At first I was a little doubtful of my ability to convince people of how good the soup was, but after serving a few people and hearing them praise the different kinds of soup, I began to feel quite confident, and as the day went on I found myself liking my work.

The following day I was in the same neighborhood at a different store and found the manager to be a woman of middle age, a widow with a nineteen year old son. My first impression of her was that she was very hard to get along with and a short time in her company proved that she was. She made me feel pretty unnecessary and she was doubtful about whether the soup would sell or not. At noontime the family cat walked into the store. He must have felt a desire for dinner because he walked around my table two or three times and then suddenly took a leap and dived into my soup, splashing around the tank a few times and spilling soup over the table, the red and white crepe paper decorations and the floor. He finally struggled out and left the store shaking his fur and licking himself. My table was a sight. What damage the soup had not done the red crepe paper had. All over the floor were spots of soup and red pools from soup running over the red paper. None of this, of course, helped the manager's disposition and you would have thought that it was I who was responsible for the confusion and not the cat. After cleaning things up and removing all traces of the cat's raid on Columbia soup, I again set about my demonstration and was tempted to offer as proof to the customers that the soup was good the fact that the cat had fallen for it. The rest of the day went nicely with a large sale of soup which made the manager well pleased and much pleasanter.

Many different kinds of experiences have been mine in my three weeks with Columbia, some funny, some irritating, some embarrassing and some pleasant. Perhaps the most unusual experience in soup demonstrating is that which I experienced the first of my third week. I was sent to a store a few miles from town and found that the largest part of the customers never came into the store but gave their orders to the merchant who called at their homes during the week. With no prospect of customers coming into the store, I took a thermos bottle and filled it with hot soup and rode around to the customers' homes, giving them samples of Columbia chicken soup. It was an unusually cold day and an open truck for transportation from home to home was not the warmest way of traveling. Almost numb from the cold, I was glad to arrive home at the end of the day.

Each day is different from the one before, as new experiences come with each new place in which I work. For the short time I have been demonstrating I have found the work very pleasant and interesting.

Alvera Berti.

LETTER BOX

Carrie Chapman Catt Hears of Columbia

Gentlemen:

From two different sources I have learned within a week of your interesting experiment in co-operation. What I have heard has been extremely interesting and I have often met Mr. Norman Hapgood.

I have wondered about the nature of the conserve you make. Have you a catalogue and do you sell to retailers, or can you give me prices on some collection of samples. About the best advertisement I know for a good thing is a satisfied housekeeper, who passes on her recommendations to her friends.

Very truly yours,
Carrie Chapman Catt.

New Rochelle, N. Y.

A Suggestion for Future Expansion

Dear Editor:

I just received THE CAULDRON No. 25 and note your announcement on page 4.

I have been a steady reader of THE CAULDRON since your Mr. Powers Hapgood wrote me on July 6th last in answer to my request to be placed on your mailing list.

I would like to contribute to your little paper from time to time as opportunity offers, as I have been a student of economic science, including its many angles, for the past 40 odd years, and have accumulated a mass of data on it.

I desire at this time to ask a few questions with a view to extending our acquaintance.

1. Do you print THE CAULDRON within your own organization, with your own employes?

2. Would you be interested in doing other printing if it would be remunerative and also be in harmony with your business policy?

Yours truly,
EPA:m E. P. Armstrong.

Portland, Oregon.

"Perhaps You Need Us?" Of Course We Do!

Dear Friends:

You say "perhaps some of our CAULDRON readers outside the organization will want to communicate with us"—why perhaps?—of course we do. And we, who are muchly interested in your great experiment would like to suggest that you make a direct effort to talk to this "outside" world. There are many folks who enjoy reading your monthly CAULDRON and I wonder if you could have one article addressed directly to "us"—an educational write-up of various phases of your set up—the plasticity of plan, the tackling of immediate problems, the imaged goal, etc. Be *really* democratic and let *us* in a bit too, we need you and perhaps you need us—What say?

Hedwig S. Kuhn, M. D.
Glendale Park, Hammond, Indiana.

Can Russia Achieve Industrial Democracy?

Dear Mr. Hapgood:

I have just read your pamphlet "An Experiment In Industrial Democracy." It has impressed me very much.

For a long time it has seemed to me that the only sane and sure way out of the present chaos lies in the efforts of individuals to begin to co-operate, to help each other, to help and to improve themselves and stop thinking of systems or "our own pet beliefs." As you say "we always put it up to the other fellow to take the first step" and it is that spirit rather than a system that is responsible for evil and chaos.

I am an engineer employed in Hydro-Electric work and originally came from Russia. Because I have studied and taken interest in the Russian situation I am often asked to address small groups here on Russia. I am completely out of sympathy with Marxiam Communism because it is based on a philosophy of hatred and revenge, it is class-conscious, crudely materialistic, advocates violent revolution, desires to reconstruct society according to set dogma and sanctions compulsion. But it seems to me that out of the ruins of Marxiam Communism there may come in Russia an order closely resembling Industrial Democracy.

The co-operative movement in Russia was arousing great enthusiasm in the last years of the old regime and was making immense strides before the Communists crushed free co-operation. I believe eventually free co-operation will triumph. In my talks, while condemning communism, I like to end on a constructive and helpful note by drawing attention to the co-operative movement which to me includes the conception of industrial democracy.

In this connection your pamphlet would be of invaluable assistance. It presents so clearly a concrete example of how men can begin to co-operate, what leadership and mental understanding can achieve, as well as giving a fine background of general principles and ideals. I think it should be brought to the attention of as many people as possible and would very much like to distribute copies among the people I address on Russia and among friends.

Wishing your enterprise every success

Sincerely yours,
N. Ignatieff.

Toronto, Ont., Canada.

No Fortunes for a Few in Columbia Soup

Dear Friends:

I am acting on your "Letter Box" suggestion. I have had the privilege of sitting through every one of your Council meetings for fifteen months through receiving THE CAULDRON. I have read it so that I feel quite well acquainted with each one of you who take any part in the discussions. I do not agree with the conclusions of the write-up of the Canadian student that the retiring, partial retiring of, or even the passing of Mr. Hapgood would mark the zenith of your efforts towards the kingdom of righteousness. Although I have seen none of you face to face, I am sure his spirit will be reborn in many of you to a good that has no measurements.

I would like to ask one question because you are working along the line which strongly appeals to me. Is it possible under our present business methods to put into use any valuable idea and escape the domination of money? The power to create something many will buy should not automatically make big fortunes for a few. If we do not curb these at the creative end we will always miss the blessing of right distribution. I recognize you are already answering this question in your own line of work better than with words, but it must be broadened in every direction.

Are your goods sold here in Oskaloosa?

Thanking you for the privilege of fellowship brought to me by THE CAULDRON, I am

Sincerely yours,
L. L. Porter.

Oskaloosa, Iowa.

Joe: "He's a crook; he's wanted in Chicago."

Sam: "Why do they want any more crooks in Chicago?"

Silver Platter Economics

"We are in for a definite lowering of our standard of living. Workers will be cured of the notion that in America all good things come on a silver platter. In the industrial struggles that will inevitably result, workers will become conscious of the class character of that struggle and of their class mission to overthrow capitalism and build a sane and just economic order. Then, too, they will be fitted to build and will naturally turn to building an effective political weapon."—A. J. Muste.

A Fellowship of Free Men

"We who would change the American scene have not merely to lift a standard and prepare a program; we have to put the power of organization behind it. That means more and better unions and a new political realignment along the basic dividing line of the difference in interest between an owning class and workers with hand and brain. In that, fellowship is strength."

—Norman Thomas.

Service Through Poverty

"I feel that the world would not go all wrong, would not become a world of idiots, if all of us took the vow of voluntary poverty. But I know that this is almost an impossible thing. But it is not an impossible thing—indeed, I hold it to be absolutely indispensable—that those who give themselves wholly to the service of their fellow-beings must take the vow of voluntary poverty."

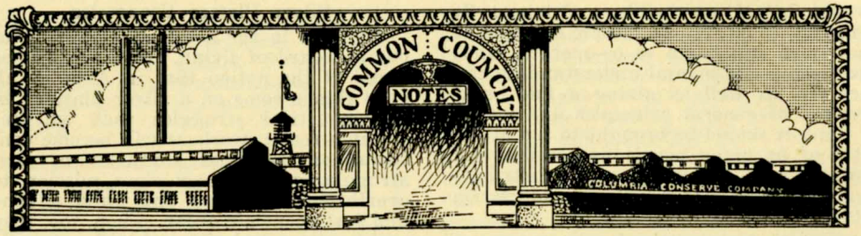
—Mahatma Gandhi.

The Leaden Eyed

Let not young souls be smothered out before
They do quaint deeds and fully flaunt their pride;
It is the world's one crime, its babes grow dull,
Its poor are ox-like, limp and leaden-eyed.

Not that they starve, but starve so dreamlessly;
Not that they sow, but that they seldom reap;
Not that they serve, but have no gods to serve;
Not that they die, but that they die like sheep.

—Vachel Lindsay.



Note—At Mr. Wm. Hapgood's request Council agreed to withhold the minutes of the meetings of February 3rd and 4th pertaining to the Heist-Hapgood controversy until after the April meeting when this subject will be rediscussed.

Ardath White,
Secretary of Council.

C. C. Meeting, February 5

Chairman, C. W. Knapp.

A review of the decisions of our last Council meeting was given by the chairman.

Chloe MeHarry asked Council to discuss a request received from Mrs. East concerning the payment of her 20 per cent. deferred salary. There were two main points of view taken on this issue.

Some felt that Mrs. East was entitled to this money inasmuch as she had given the company more than some who were receiving the single minimum, Mrs. East as a married woman having received only $19.00 during her employment at the Columbia. The opinion was also expressed that there had been sufficient notice given by Mrs. East and that all others who had left our employ since the deferrment had been in effect, had received their deferred salaries. Others, however, felt that Mrs. East had had the opportunity to challenge the action taken by Council a few weeks prior to her resignation concerning the non-payment of this deferred money to any new people leaving our employ. Mrs. East did not even object to this, and as a majority of the members of Council had voted to cancel this obligation of the company to the employes—whether they left or not—that abolished the 20 per cent. and it could not be paid to anyone. Most Council members expressed regret at the silence of Mrs. East if she was displeased over this decision and felt that she should have stated her objections before leaving the company.

Arlie Myers felt Council should see our legal advisers about the payment of this money, as he did not want to be unfair about the payment if it should be paid, but he did not think we were legally bound to pay this money to Mrs. East. Jack Evans felt we should live up to our agreement in the first and pay Mrs. East this 20 per cent. in the event we make a profit. Jack Evans moved that we offer Mrs. East whatever portion of the 20 per cent. now cut from her salary which we, ourselves, may get as the result of a profit for the fiscal year 1932. H. E. Herner did not feel that this action would be fair to the rest of the workers as none of us are expecting to get this 20 per cent. back even if we do make a profit for 1932. There was objection to August Huber's motion to table this matter until legal advice could be obtained.

Milburn Forth moved that we make an exception to our rule and pay Mrs. East this 20 per cent. Laurence Roberts seconded this motion. John Brophy and Blanche Forrester both expressed themselves as being opposed to the motion. Taken to a vote this motion was lost.

A report was given Council from the secretary of the Committee on Committees concerning the reviewing and revising of all standing committees. A. A. Heist moved that action on the report be deferred until Council had time to take each committee separately and discuss the appointments fully. This was seconded by Milburn Forth and carried unanimously.

Council next considered the election of two new regular members to the Committee on Committees and two alternates.

Jack Evans moved that we elect the two alternates now on the committee as the two new regular members and elect two new alternates. This motion was carried, making Frieda Marschke and Kenneth Smith the two new members. Nominations for alternates were: Garnett Lohman, James Cook, Blanche Forrester, Milburn Forth, Wm. Kalscheuer, and H. E. Bogardus. A motion that the nominations be closed was carried. James Cook and H. E. Bogardus were elected to serve as alternates.

Jack Evans resigned as assistant secretary of Council due to other duties making it almost impossible for him to do this work. He also asked Council to appoint a person in his place who would relieve the secretary of much of the Council work. He suggested, on account of pressure of work, that Opal Hassenzahl be relieved of the responsibility of taking Council minutes, and suggested Ardath White for this job.

Several people expressed approval of Jack's suggestion. Goldie Sheets was proposed but by a vote Ardath White was given this responsibility.

Kenneth Lucas gave a report in behalf of the Speakers' Committee stating that Al Heist's work has been outlined up until March. C. W. Knapp was elected the secretary of this committee and will handle all correspondence concerning speaking engagements for all speakers not connected with the Sales Department No. 1.

W. H. Hines moved that we hold Monday morning Council meetings beginning the 16th and that these continue until the Production Department notifies Council on the previous Friday that we cannot continue the Monday morning meetings.

Mary Lipferd seconded this motion which was carried.

Arlie Myers and W. H. Hines gave a brief report on the Canners' Convention which they had attended at Chicago. The tone of the convention, it was reported, was not at all optimistic and there was much complaint among packers caused by the cheap goods pouring onto the market which was hurting the sale of fancy quality products—this was especially true of tomato products. Mr. Hapgood, Arlie and Billy had talked about the new cookers for demonstrating soup and Mr. Hapgood advised buying 12 such cookers which would cost less than to use girls to do demonstrating and which had proven very effective.

After the report from the Canners' Convention, H. E. Herner reported a matter to Council concerning a probable law suit against the Columbia. A woman had purchased a can of our soup and had found slivers of tin in the can and her throat and her son's throat had been lacerated by this tin. This matter has been referred to our attorney who feels that this may have been caused by a defective can opener. Howard said he had instructed our attorney to fight it out in court and only wanted to give this information to Council and ask Council's approval or disapproval of his action. A. A. Heist moved that it be the sense of Council that we approve of Howard's action in this matter. Mary Lipferd seconded this motion, which was carried unanimously.

Albert Walter reminded Council of the difficulty our Indianapolis salesmen have in selling Columbia soup where our people owe big grocery bills and will not pay up. Al felt that each member should take this matter seriously and do everything possible to straighten up these grocery debts, or, Al stated, he would give specific names to Council of those who were not even trying to bear their responsibilities.

The chairman asked all members of Council to consider Al's appeal and thus keep down any embarrassment, which might be suffered by exposure in Council.

The meeting adjourned at 8:25.

Those participating in the discussions were: Mary Lipferd, Arlie Myers, Chloe MeHarry, Hugh Bogardus, Albert Walter, Garnet Lohman, Mildred Whicker, Walter Mullen, Jack Evans, H. E. Herner, Kenneth Smith, Blanche Forrester, Blanche Steele, Dorothea Nord Holt, Milburn Forth, Josie Baker, August Huber, Henry Rippe, Geo. Gregory and Kenneth Lucas.

C. C. Meeting, February 12

Chairman, C. W. Knapp.

A letter was read from Henry J. Simpson expressing his sustained interest in our group and his desire to be of assistance to us; placing at our disposal information concerning life insurance, as a suggestion of helpfulness and not as a business venture. There was unanimous approval that we write Mr. Simpson a letter of thanks.

Opal Hassenzahl presented the following report of the Committee on Committees:

Special needs—A. D. Myers, Glenn Lipferd, Leo Tearney, Leo Zike, Chloe MeHarry, Dale Billman; Dorothea Nord Holt, alternate.

Health—Kenneth Lucas, C. Franz, Clarabelle Cook, H. E. Herner, Jack Evans, W. P. Hapgood, Chloe MeHarry, Dr. Burckhardt, Dr. Leer, Dr. Canaday; W. H. Hines Sr., alternate.

Education—Jack Evans, Dorothea Nord Holt, Ethlyn Christensen, H. E. Bogardus; Kenneth Smith, alternate. This committee was reduced in size and its duties directed to a more technical type of education than heretofore.

Reception—Edna Pavey, Milburn Forth; Myrtle Webber, alternate.

Emergency—H. E. Herner, Herbert Stuvel, C. E. Franz, Albert Hines, Chloe MeHarry, Walter Mullen, W. P. Hapgood, Ruth Janitz, Maude Malcolm, W. H. Hines, Dorothea Nord Holt, A. D.

Myers, Homer Shelley, Jack Evans, Baxton White.

George Gregory objected to the size of this committee. Jack Evans reminded him of its wide powers and the character of the questions with which it must deal. This group was formed to handle emergencies arising, mainly during busy season, when it is impossible to call Council together. The name of Herbert Stuvel was questioned because of an apparent lack of interest in Council proceedings. Insomuch as this group is available to make decisions of such importance it is pertinent that they be people who know trends of the business.

Sanitation—Glen Lipferd, Chloe MeHarry, Basil Covert, Joe Watson, Ella Carlisle; Robert Trueblood, alternate. The suggestion that Mrs. Carlisle be relieved of this duty, due to her age and other responsibilities, was later withdrawn. It takes little of her time and is compatible to her temperament and duties.

Cauldron—Because of the absence of Ethlyn Christensen, editor, changes in this committee were postponed.

Address to be presented to retiring employes—Due to the nature of the work, which requires no collective action, this committee was abolished.

Standards—Homer Shelley, Norman Eickhoff, Josie Baker, Albert Hines, Arlie Myers, Dorothea Nord Holt; Henry Rippe, alternate. The committee stands prior to a decision on standards.

General Sales—C. E. Franz, H. E. Herner, Dorothea Nord Holt, Albert Hines, W. H. Hines, A. D. Myers, Norman Eickhoff.

Contribution and Subscription—H. E. Herner, W. H. Hines, Ethlyn Christensen, Jack Evans, Josie Baker.

Grocery—Kenneth Smith, Walter Mullen, Lillie Steele. This committee being temporary, was abandoned.

Salary Recommendation—Walter Mullen, Jack Evans, Olive Ferguson, John Passwaiter, Chloe MeHarry; alternates Frieda Marschke, Albert Hines.

Speakers—Arlie Myers, Chloe MeHarry, Kenneth Lucas, Dorothea Nord Holt, C. W. Knapp. This newly elected committee supersedes the former and was selected as an outcome of the Heist case of February 4.

Stock Purchasing—W. H. Hines, Dorothea Nord Holt, Kenneth Lucas; alternates Walter Mullen, Mary Lipferd.

Farm—W. H. Hines, Albert Hines, Kenneth Lucas, A. D. Myers, Norman Eickhoff.

Library—Ethlyn Christensen, librarian; Martha Stader, assistant.

Insurance—This committee had completed its work and was abandoned.

Discipline—A. D. Myers, Chloe MeHarry, Albert Hines, Walter Mullen, C. E. Franz, Jack Evans, an ex officio member was made an alternate. This committee is to be rediscussed in six months from its formation.

Laundry—Was abandoned by consent.

Boiler Room—Glen Lipferd, Arlie Myers, Walter Mullen, Chloe MeHarry, Milburn Forth. The suggestion to abandon this committee was considered but as no permanent solution of the problem had been reached it was retained.

Council Minutes—C. W. Knapp, Opal Hassenzahl, Ethlyn Christensen, Ardath White; Glen Lipferd was chosen as alternate to replace Ethlyn who is away.

The semi-annual revision of the Committee on Committees was done by Council last week.

Dorothea Nord Holt called attention to the neglected bulletin board, an unsuspected duty of the assistant librarian. The hanging and rehanging of pictures and charts was delegated to the library.

The function of an alternate was reread from the Committee on Committees report. An alternate votes when acting in the capacity of a member but not when sitting in for training.

With the one exception, the emergency committee, the entire report was accepted.

The subject of special training for particular jobs was returned to the Educational Committee after some expression as to possible interest on the part of employes and probable profit to us; inasmuch as we now have time for it. In this connection Opal Hassenzahl reported the problem of preparing, editing and mailing Council minutes. She summarized the time as a full day to write and check minutes of normal length and another day to mimeograph and prepare them for distribution. She emphasized the saving in time and repetition if all the work could be done by the secretary of Council, requesting that the secretary be granted time to complete the minutes as her first job and use extra time to perfect typing so that she might assume entire responsibility for getting the minutes out with the sales reports.

Arlie Myers questioned the length of the Council reports.

The evolution of minute writing was outlined by Jack Evans. First—only decisions reached were recorded, then verbatim reports were taken; finally we are attempting a happy medium.

He thought it well for one person to be entirely responsible.

Jack replied to a question of the salesmen desiring a more detailed report as

they wanted some meat on the framework of decisions, not only what was said but by whom. He reminded us that we cater to a wide and diversified group.

As an outcome of the insurance committee's report of February 3, Howard Herner wished a discussion of our responsibility to dependents of deceased employes. Now pensioned employes have complete jurisdiction over all payments due them from our group life insurance and should make provision for their own dependents. Powers Hapgood and others felt that we were not unmindful of dependents. There was not time to dispel this misunderstanding so the matter was left over for this meeting.

Howard Herner opened the subject by declaring the company free of any responsibility since the insurance is paid directly to the beneficiary. It is their problem to prepare for the rainy day.

Jack Evans favored specific action to preclude our tendency to be over sentimental in the event of a death.

Several statements were made concerning the case of one employe who turns his payments to the company to accumulate. The insurance cannot be paid directly to us, neither have we any jurisdiction over their disposition.

Dorothea Nord Holt stated we have no decision on the books to indicate what we will do with the money accumulated in event of death.

Several spoke of it being hardly fair for the group to feel responsible for the family of one who squandered his money thus penalizing the family of one who saved, neither should we lead people to expect that we will relieve them of responsibility for the future of their dependents.

Insurance and our pensions are relevant only as we see fit to raise or lower pensions according to individual needs.

Dorothea Nord Holt reminded us of Powers reference to the case of Wilma Bolser who was employed by us after her husband's death.

Several spoke in favor of our ability to give employment to dependents or help in any way we saw fit but that we were not obligated to do so.

Jack Evans summarized the situation as leaving the door ajar but not open.

It was moved, seconded and carried that we accept no responsibility for the dependents of deceased employes.

At a previous meeting Mr. Hapgood suggested we discuss abandoning the extra weeks vacation granted for council service.

Jack Evans asked, "What influence does this 'prize' have on Council attendance?"

It was moved and supported that we do not receive vacation for Council service.

Among points of discussion were: extra vacation is granted for recuperation not reward, the health program provides extra vacation whenever it is necessary, several people purposely attend just enough meetings to assure the additional week. It should be governed by our ability to grant it.

The motion was lost. Vacation for Council service remains as it was.

May we incorporate regular Council service in our normal working week? was placed on the agenda by Jack Evans.

Edward Luedeman asked an explanation of how the 20 per cent. salary reduction was effective. Ed's objection was that in his case he would receive less payroll bonus because he is one of the few people whose efficiency rate is above the minimum.

Howard explained the reduction was made from all categories including efficiency, differential and allowances. The only difference it would make would be in payroll bonus, if we pay one.

Council adjourned at 8:30 P. M.

Those participating were: George Gregory, Jack Evans, Chloe MeHarry, Dorothea Nord Holt, Hugh Bogardus, Howard Herner, Wm. Hines Sr., Walter Mullen, Opal Hassenzahl, Lawrence Roberts, Mary Lipferd, Basil Covert, Kenneth Lucas, Milburn Forth, Glen Lipferd, Martha Stader, Edna Pavey, Kenneth Smith, Eula Toon, Edw. Luedeman.

C. C. Meeting, February 15

Chairman, C. W. Knapp.

Correspondence between Mr. Hapgood and the Red and White organization was read for Council's information.

Arlie Myers having asked for a discussion of the practice of granting two additional weeks pay when an employe leaves us, unless that gratuity is challenged within two weeks, opened the subject with the opinion that it should apply to those released but not to those who resign. A possible exception might be made in the case of impromptu resignation because of non accordance with the group.

Several ideas were expressed for and against a blanket rule covering all cases. Billie Hines objected to penalizing a good co-operator when he leaves because we have a rule made for a poor one.

Albert Hines asked if we could treat all people alike, agreeing with Billie that we should retain the right of challenge, deciding each on its merit.

Josie Baker thought it possible that someone intending to resign might do something to cause his release just to get the extra pay.

Chloe MeHarry asked that we discuss why we wanted to pay it.

Arlie stated that it compensated for a lack of notice of release. This met with Milburn's approval providing we could afford it.

Albert Walters moved and Milburn Forth seconded that we pay the two weeks according to needs.

Arlie was opposed to penalizing those who had saved for those who had not.

Eula Toon was opposed to any advance as those discharged didn't deserve it and those resigning didn't need it.

Blanche Forrester asked what effect such a decision would have on our publicity. Hugh Bogardus replied, in effect, that we were not consistent anyhow as we were continually developing new procedures superseding those already published.

Al's motion was lost.

It was moved, seconded and passed that the ruling remain as it is.

The desire to extend our health program to include dependents not now beneficiaries met with considerable opposition.

Chloe MeHarry recalled that one losing time for illness, who is not co-operating with our health program, is not paid for such time.

Hugh Bogardus expressed a need for education along this line.

Some believed no dependents should be included in the health program, while others felt either all or none should be included.

A review of the original motion covering such dependents was requested and the matter deferred until after the report of the health committee.

The advisability of having a dinner for farmers growing tomatoes for us was discussed and the matter postponed until after the pack.

Arlie Myers reported on the progress of demonstration of Columbia products at the L. S. Ayres Store in connection with their special featuring of Indianapolis made products. It is fine advertising for COLUMBIA LABEL and meeting with gratifying success, especially on bean sprouts and tomato juice.

Albert Hines spoke of the appropriation of such articles as powder and washcloths from dressing room lockers and proposed that each take minute inventory of his own personal honesty.

Meeting adjourned 9:30 A. M.

Those participating were: Albert Hines, Chloe MeHarry, Arlie Myers, Wm. Hines, Josie Baker, Mary Lipferd, Nellie Gray, Albert Walters, Eula Toon, Milburn Forth, Howard Herner, Edw. Luedeman, Opal Hassenzahl, Homer Shelley, Blanche Forrester, Hugh Bogardus, George Gregory, Elmer Burkhart, Emma Rice.

C. C. Meeting, Friday, February 19

Chairman, C. W. Knapp.

A summary of the last two meetings was read by the secretary.

The chairman made an announcement concerning some representatives of the Sun Life Assurance Company who wished to talk to the group about assured income insurance. They were granted Monday noon for that privilege.

A letter was mentioned from Mr. Spencer who desires to visit us and has offered to show us pictures of life in Japan. He and Mrs. Spencer will be with us Friday night, February 26.

The remainder of the meeting was turned over to the Health Committee. Kenneth Lucas gave a resume of the results of the health program. We expended $16,000 for medical protection during the calendar year 1931. This protection covered 333 persons: 85 men, 115 women, 132 children, at an average expense of $49 per person. This amount covered several major operations and complete dental care.

Reference was made to various statements made on the factory floor. It was requested that any dissatisfaction be stated in this meeting.

Dr. Burckhardt warned us of a new epidemic of flu and colds of a serious nature. He emphasized the need of rest and care, and advised serum as a prophylactic measure.

Records of lost time due to illness covered 165 persons, 30 of whom are gone from our employ. There were 14,152 working hours lost by these 165 people or 86.7 hours per person. Those who lost considerable time were divided into two groups of whom 44 persons lost an average of 150 hours, while 7,612 hours were distributed over 15 persons.

The question was asked—how can we reduce the sick list?

Last year, 1930, only about 50 per cent. were capable of doing any work that might be required of them. The 1931 examinations revealed 112 persons fit and only 23 unfit for all types of servive, or about 20 per cent. of the group.

There were 12 surgical cases classed as major operations all of which were successful.

The doctor listed some danger signals; headache, eye strain, sore throats, as being often due to cold infections and very destructive to general well-being.

Dr. Burckhardt presented reports from others of our medical staff as follows:

Dr. Miller—3 tonsilectomys, 1 nasal operation.

Dr. Sparks—15 nose and throat operations, 3 of which were more serious than tonsilectomys.

Dr. Ketchum—9 deliveries, which included pre-natal and post-natal care.

Dr. Larkin—35 first examinations for glasses, 31 fittings, 19 treatments.

Dr. Rickets—2 major operations, 3 treatments.

Dr. Leer spoke concerning the dental program on which 25 per cent. of the $16,000 was expended.

To a question he replied that diet has lots to do with oral infection but the diet of children has the most effect and importance. They need plenty of calcium containing foods, at least one pint of milk per day and lots of vegetables. Candy and sweets should be given only with or after meals, otherwise they dull the appetite for necessary foods.

Dr. Leer expressed a desire to give Council an informational talk on diet and teeth when it could be arranged.

Howard asked the Doctor what general criticism he would make of us. The doctor regretted that some individuals did not make their complaints at the office but at the plant. He said he had had gratifying results generally and liked working with his Columbia patients.

Dr. Leer proclaimed dental prophylaxis as the greatest service your dentist could render.

Kenneth Lucas presented Dr. Canaday's report as follows: 262 calls at the plant where he saw 1,048 patients, 301 house calls, 106 office calls.

Dr. Burckhardt made the suggestion that we should not take people on salary without one year's health probation period because it is not possible to find all defects in one examination. Mental efficiency should be tested as well as physical.

Arlie moved that the suggestion be placed on the agenda and that we discuss the psychological as well as the physical fitness of individuals. It was seconded simultaneously by Chloe and Mary and passed unanimously.

Mary Lipferd asked concerning the condition of the 15 long time illness cases of the past year. The doctor reported the following status of health: 1 good condition, 3 left our employ, 2 improved, 1 incurable, 8 o. k.

He indicated it was not wise to ask personal questions about medical problems.

To a request from Arlie the doctor reported on Gene Lobb's case.

Gene's case was very subtle, even puzzling the doctors for some time. His trouble seems to be of long standing, probably from birth, with the insidious functioning of the pituitary, one of the ductless glands that regulate body processes. The doctor described this as being comparable to the timer on a machine. Gene is intrinsically sick instead of lazy—his early over development has resulted in a premature collapse of vigor.

Several questions were asked and answered concerning general information, rates received, etc., in our medical program.

Kenneth Lucas asked "Is it a good cause?" In Ken's opinion we are healthier than we would have been without the health program.

The chairman called for a general reaction to the health program.

Mary Lipferd expressed herself as being for it to the limit.

Arlie asked if, under the present conditions, we could afford to care for dependents. We must, he felt, be governed by our ability to pay.

The chairman asked at what cost we had cared for dependents.

In 1930, $22,000 total cost covered all expenditures for employees and their dependents; 1931, $16,000 total cost, $11,000 employees, $5,000 dependents; 1932, $13,000 total estimated cost.

Hugh Bogardus suggested we might pay protection on the basis of needs but it probably would cost more to care for dependents outside the medical program as we would not get the rates we now enjoy.

Several statements led the chairman to ask, if it should be a matter of choice, would we prefer to abandon the health program or accept a lower salary.

Al Walters lamented that some dependents were now excluded from health protection.

Arlie objected to caring for any dependents because of the expense and also to the chairman's reference to salary.

Mabel Knapp said such a step would reduce the salary of the man with dependents.

Some have felt that we were not justified in a lot of our expenditures. Ken Lucas asked, now that we have had a complete report of the work done and the good accomplished by the medical program, are there some who still feel that the money spent on the health program has been spent unwisely? He compared the good done by $16,000 for the medical program and the $12,000 paid Mr. Shanley, the efficiency engineer, who estab-

lished the time study and cost department.

The meeting adjourned at 8:30 P. M. until Monday.

Those participating were: Howard Herner, Kenneth Lucas, Dr. Burckhardt, Dr. Leer, Albert Hines, Hugh Bogardus, Arlie Myers, Mary Lipferd, Blanche Steel, Marian Bogardus, Basil Covert, Chloe MeHarry, Mabel Knapp, Geo. Gregory, Glen Lipferd, Dorothea Nord Holt, Garnet Lohman, Lawrence Roberts, Al Walters.

C. C. Meeting, Monday, February 22

Chairman, Lawrence Roberts.

At the suggestion of Kenneth Lucas we continued the discussion of health protection to the employe's dependents.

Arlie Myers was asked, from the chair, to restate his convictions to which he replied in disfavor because we could not afford it. He suggested the Budget Committee and the Health Committee bring in a joint recommendation. He agreed with the good that had been done by the health program but thought we would have to give up some things here as we do at home.

Howard Herner, to inquiry, replied it is hard to give light on the condition of the business but he did not believe we should disturb the health program at this time. Arlie asked Howard if he felt we could carry on to which he replied: "I think so now, knowing the good it has done."

To an appeal from the chair for more expression, Leo Tearney said it looked like "sour grapes" for him to say so but it seemed to him we would have to include all dependents before we could discuss the matter fairly.

Billie Hines said $10,000 a year was little for the Columbia; what we needed was to adjust other things. We individuals need to analyze our value to the company; wage cuts and health programs will not solve our problems.

After a motion by Arlie, which was later withdrawn, Homer favored the entire group be included.

Billie appealed for some thought: that we not put excluded dependents back hastily as we chopped them off.

Hugh Bogardus agreed with Chloe that it was a matter of payment as $40 has the same purchasing value whether it be paid for efficiency or needs. Albert Hines said some are not paid on needs and refused to be paid so; he did not understand the theory for we cannot define needs clearly enough. He felt we could not accept other dependents at this time.

Leo Tearney wanted the excluded dependents included to remove the stigma when we talk about it. There are a lot of things which those who scan the balance sheet are going to have to oppose.

At this point Chloe asked that the decision of the Health Committee be disclosed; it was that those people now excluded should not be included at this time because of the added expense.

Al Walters expressed the belief that few if any of those now excluded wanted protection but they should have the privilege. The $2 or $3 extra salary per week is not equivalent to protection.

Hugh suggested that these people should transfer their status to a needs basis. Chloe thought people should have the right to decline needs but favored all being included in the health program.

Arlie made as a suggestion his former motion that the health program remain as at present.

Billie appealed for calm thinking.

Ken Lucas characterized the health program as one of the most humane of gestures.

Garnet Lohman asked if we could drop health care, of those persons now fit, without any degree of harm. Dr. Burckhardt said we could do so but it would be unwise. Even though the U. S. is in a good state of health that is no insurance against an epidemic. The doctor said he had tried to curtail expenses consistent with good care.

George Gregory thought dropping the health program should be a last resort.

Glen Lipferd asked if the bank had commented on our medical expenditures to which Howard replied that they had not, as such, but they are opposed to our whole system.

Walter Mullen was opposed to Arlie's suggestion because Walter accepts protection and makes others ask for it.

Homer favored placing every one on the same basis even if we all had to ask for protection.

There was a unanimous desire that the problem should be returned to the Health Committee who would return with a recommendation.

Kenneth Lucas, asked concerning the advisability of the doctors speaking to the wives group now meeting regularly at the plant. Questions were asked about how they conducted meetings and what they had to eat. There was general agreement that it was a good idea and their purposes worthy of the co-operation of our medical staff.

The secretary opened the subject of health education with suggestions as to some of the possibilities of group education.

Marion Bogardus was in agreement as

that was one of the aims of the wives meetings. The general opinion seemed to be—let the wives do it.

Dr. Burckhardt asked that he be given an opportunity to lecture to the Council at the most convenient time for them on the general physiology of the human body. He was granted 9:00 following on next Monday.

The Committee on Committees submitted the name of Dale Billman to replace Herbert Stuvel on the Miniature Council. This was duly passed.

The question of the manner of deducting the 20 per cent. from payroll was quickly dispatched after expression of the uselessness of rehashing it. It only affected payroll bonus anyhow and would be a consideration of only a few cents to a very small number of people.

At the request of the chair, the secretary presented the question of a committee to solve dining room problems.

Mildred Whicker said because of the divided responsibility in the dining room it was hard to get co-operation from other departments.

Billie Hines objected to the expense of other committees. Chloe favored making one person responsible. Several spoke of some dissatisfaction with dining room performance, desiring a committee to iron out its problems.

Leo Tearney suggested it was also a problem of what others should do to which Mildred replied regarding the problem of the night men and kitchen men who work at hours when no one is in the dining room.

Leo Zike said kitchen men are only supposed to get coffee, cream and sugar from the dining room when they are working at night.

Arlie spoke of the lack of equalization of work in the department to which Mildred replied that some of her duties were of a different nature.

Hugh asked for a committee as there are lots of problems.

Mrs. Roberts favored a committee but stated they got along all right with Maude's help.

Garnet remarked that it takes extra time for figuring if they attempt to do anything with costs.

There was a rather hazy idea of just how much time was spent on figuring other than that Thursday morning was allotted to Mildred for Menu planning.

Arlie moved that there be a committee of three appointed by Council.

There were several expressions as to costs and financing.

Although it was adjourning time three names were hurriedly suggested and unanimously accepted. The committee is Chloe MeHarry, Arlie Myers, Billie Hines.

Meeting adjourned, 9:30.

Those participating: Kenneth Lucas, Arlie Myers, Garnet Lohman, Howard Herner, Leo Tearney, Billie Hines, Albert Walters, Homer Shelley, Hugh Bogardus, Albert Hines, Dr. Burckhardt, Walter Mullen, Geo. Gregory, Glen Lipferd, Ardath White, Basil Covert, Edw. Luedeman, Nellie Gray, Mildred Whicker, Emma Rice, Opal Hassenzahl, Leo Zike, Gertrude Roberts, Maude Malcolm, Joe Watson.

C. C. Meeting, February 26

Chairman, C. W. Knapp.

Decisions of the previous Friday and Monday meetings were read by the secretary.

A letter from Professor Henri Lasserre of the Robert Owen Foundation, with respect to Canadian students desiring experience with us next summer vacation, was read to Council.

It was generally accepted that we should not commit ourselves to offer employment for next summer and as it is necessary for students to make their plans now it would avail them little were we able to offer them employment later in the season. The secretary was instructed to inform them of this condition.

A report was made by the Standards Investigation Committee. They desired that certain records as now set up be authorized by Council. Homer explained the records as now kept are reduced to a minimum. The time keeper gets figures simultaneously from which standards and cost are calculated. The daily spread sheets show both standards and costs. The group rating is the only figure calculated not necessary for costs. Direct labor costs are figured daily and indirect departments weekly. Any leader desiring records of a particular operation not usually kept may apply to the production manager who in turn requests it of the Standards Cost Committee. It is planned to continue individual lost time and overtime records.

Leo Tearney reported as a member of the Standards Cost Committee that at their request Homer had planned a cost system. As it stands now we have almost entirely a cost time system and could well forget the word standards. It was moved by Leo and seconded by Albert Hines that the revamped standards cost system be allowed to proceed.

Rates are now kept only on chicken operations and bean cleaning. Billie Hines asked about costs on various departments. Homer replied that as yet we were concentrating on labor costs; we

don't have some of the departments separated but they show in overhead.

Individual ratings require an enormous amount of calculation; as long as we keep away from new records the present force will be sufficient.

Several questions were asked about the cost of such operations as handling THE CAULDRON which indicated that cost on more operations would probably be required. Leo thought that the department would be asked to take on more work.

Homer said no other leader would say definitely how many people they would need to carry on their work for the year.

After some favorable comment on the new set up the motion was voted on and carried.

The chairman asked the reactions to the proposition of the representatives of the Sun Life Assurance Company who talked to a group here Monday noon. There was some expression to it being taken out by individuals and not burdening the company with the time and expense of looking after it. Arlie asked if it would reflect on the pension of the people who save now.

It was agreed that if the representatives cared to come and work with individuals at the lunch hour they would be asked to do so.

Mr. Spencer, who had heard Powers and Mr. Hapgood speak at the Hartford Seminary and become interested in our experiment, was our guest and kindly showed us three reels of film depicting life in Japan and the LooChoo Islands where he is a missionary. We found both his pictures and comment educational and entertaining as was evident by the manner in which they were received.

A letter was read from Rev. Edwin Broun of the Broadway Methodist Church, Cleveland, Ohio. He was asking the possibility of purchasing condensed tomato to be used as a source of vitamin C in their project of feeding undernourished children.

Al Heist told Council a little about the work being done by Rev. Broun.

Council favored giving him some unsalable material on hand and selling him whatever other material he might need. By consent the matter was turned over to the Donations Committee.

Council adjourned 8:20 P. M.

Those participating were: Homer Shelley, Leo Tearney, Walter Mullen, Al Walters, Arlie Myers, Wm. Hines, Albert Hines, Frank Baldwin, Chloe MeHarry, Hugh Bogardus.

C. C. Meeting, February 29

Chairman, C. W. Knapp.

The secretary read letters from Powers Hapgood and Ethlyn Christensen, who are away on sales work, concerning the Council's action in Gene Lobb's case.

Arlie stated that it was impossible to get the entire meaning from the minutes and that it was a question whether we wanted to reopen the case since we have spent so much time on it and finally have it settled.

The recommendation of the Health Committee made on January 8 was reread.

Chloe thought that if we accepted the medical program we must also accept the doctors' verdict. Our doctors were in the health meeting when the discussion took place and advised the action that was presented to Council.

Milburn Forth and Dick Plummer thought more explanation should be sent Powers and Chris.

Howard asked if we ever said we would pay everyone a pension regardless of everything else. Leo and Dick agreed that it was a part of our publicity. Howard felt sure Mr. Hapgood qualified such statements.

Arlie moved that Ken Lucas should write giving them the reasons more fully. Leo desired to amend the motion that in case the letter does not make it all clear to them they could bring it to Council, not to reopen the case but to clear up their misunderstanding. He said a letter is always misunderstood; one can sav many things with clarity that would cause misunderstanding were it written. It should be the privilege of salesmen to reopen subjects when they come in.

Bert and Howard opposed the motion, which was seconded by Mary and lost.

Bert suggested the secretary of Council write to Chris and Powers.

A years health probation for prospective salary employes was next discussed.

Several people spoke of favoring some sort of protection to prevent us taking on a load of physical incompetents.

Walter Mullen asked when we could decide if they were o. k.

Opinion differed as to the basis upon which an employe should be paid during his probation period and at what time in his service probation should begin.

Leo felt there should be an automatic time for one to come up for salary, otherwise those with a pull might have advantage over others.

Milburn favored some specific time for salary consideration.

Homer replied that the Salary Recommendation Committee must consider each applicant when he has been with us three months.

Bert thought it somewhat unfair that one might sell himself in three months and then still have nine months probation yet to put in; if the group lets him lay down on the job later it is their responsibility.

Ralph Condon objected to taking people sight unseen.

Homer believed the probation should start when they are recommended for salary.

Walter would just as soon take a chance on one's health when he is placed on salary as a year later for something might as well come up on the 366th day as any day during the year.

Bert said some thought would have to be given to the health of the family of such a one.

Arlie made a motion to the effect that a new worker be placed on wages for a period of a year; the amount of pay to be decided at the time of employment. There was some dissatisfaction with the statement of the motion.

Walter wanted to know if we were not supposed to expect ten years service of the person who passed the salary test.

The secretary reminded us that we were overlooking the fact that the original suggestion was of psychological as well as physical fitness to meet the demands made of them by the group.

Howard thought the examinations should be stiffer; it should not only be harder for the newcomer to pass the test but also for the group here to measure up.

Milburn agreed if we are careful how we go about it. He thought the salary test adequate in all respects but health.

It was decided, since all we wanted was the health implications of the question, it be turned over to the Health Committee.

The chairman asked that any points needing Council attention be put on the agenda as we are getting the slate clean of pressing items.

Dorothea Nord Holt asked who should have charge of personnel when Jack Evans is out on sales work.

To a question about lost time for personal business Bert Hines replied that a foreman can grant two days leave of absence, for more than that it must be granted by Council.

It was consented that Dr. Leer talk to us if we have time.

Homer Shelley asked whose duty it was to escort visitors.

Dr. Burckhardt arrived at 9:10 so the rest of the meeting was turned over to him. He showed Council a human anatomy chart from which he explained the general body structure, skeletal, muscular, and motor nerve control.

Meeting adjourned 9:35.

Participants were: Chloe MeHarry, Arlie Myers, Bert Hines, Howard Herner, Milburn Forth, Dick Plummer, Leo Tearney, Walter Mullen, Mary Lipferd, Josie Baker, Homer Shelley, Ralph Condon, Basil Covert, Henry Rippe, Nellie Gray, Ardath White, Dorothea Nord Holt, Dr. Burckhardt.

◆ HUMOR ◆

Why Not Chicago?

Guide: "A single false step at this moment would mean instant death."

Mountain Climber: "It's just like being back in New York."

Preacher: "And what parable do you like the best, my boy?"

Sonny: "The one about the multitude that loafs and fishes."

Fond Mother: "Yes, my Genevieve is studying Latin and Algebra this term. Say 'Good morning' to the lady in Algebra, Genevieve."

Gladys: "I'm a little dubious."

Calvin: "Why don't you take something for it?"

Willie: "Pa, what is excelsior?"

Pa: "Long saw dust, son."

Mrs. Nagger (to garbage man as she opens back door): "Am I too late for the garbage?"

Garbage Man: "No, ma'am. Jump right in!"

The Seven Ages of Woman

The infant.
The girl.
The young woman.
The young woman.
The young woman.
The young woman.
The young woman.

Wifie (teasingly): "Do you know, George, you looked awfully foolish when you proposed to me?"

George: "Well, very likely I was."

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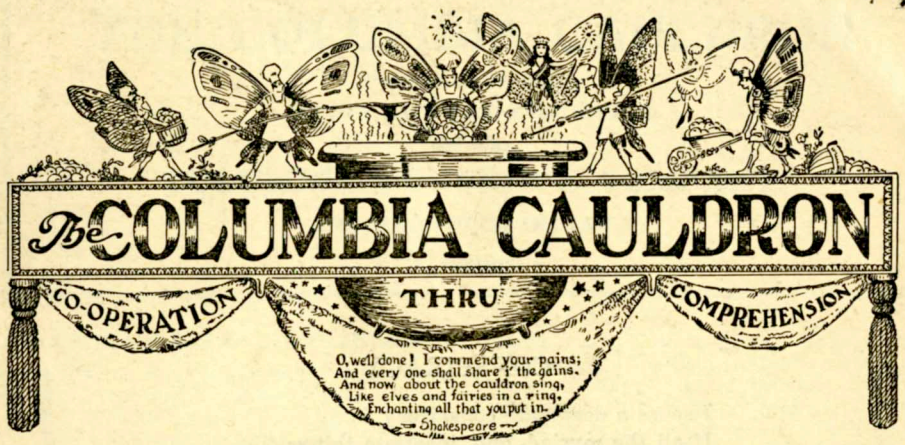
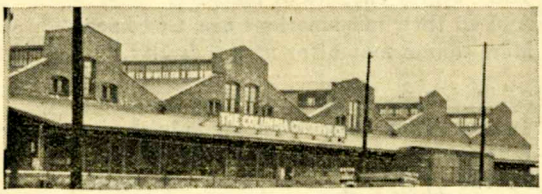

The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 6 APRIL 1932 No. 3



Home of The Columbia Conserve Co.

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INDIANAPOLIS

the country and, furthermore, those of us who have accepted the generosity of the founders of the present democratic system within the Columbia are bound by the logic and virtue of that fact to display the same generosity towards others. When we talk of abolishing our health program we please all conservatives and displease all liberals. Our health program is the clearest example we have of the social character of our enterprise. When we suggest a reduction in our own numbers and do not offer to withdraw ourselves, we are illiberal and conservative. Our guaranteed income plan is the outstanding achievement of modern social engineering.

When we seek to regard all generosity of the past as recklessness we are violating the spirit of the movement known as liberalism and we are deceived by the cheers of those who do not wish us well. When we seek praise for displaying wisdom and cast stones at all educational efforts within our organization we are reactionary and conservative. What is the Columbia? Whence comes our right to talk of it as we do?

What would the Columbia be without its health program, its educational efforts, its regular income plan, its election of officers and foremen and women, its democratic government?

To be sure, it would be a factory where men and women work and gain a living. But that is all—another canning plant! That would satisfy many—but it would be a hard place in which to live, and certainly it would not command the respect and support of those enlightened people of this country who are now workers together with us to the end that our experiment may prove the value of a complete industrial democracy.

JACK EVANS.

THE SLAVE

They set the slave free, striking off his chains. . . .
Then he was as much a slave as ever.

He was still chained to servility,
He was still manacled to indolence and sloth,
He was still bound by fear and superstition,
By ignorance, suspicion and savagery. . . .
His slavery was not in the chains,
But in himself. . . .

They can only set free men free, . . .
And there is no need of that;
Free men set themselves free.

JAMES OPPENHEIM.

THE COLUMBIA WIVES

THE story of the experiment in industrial relations which is going on at the Columbia Conserve Company has been written, spoken and even broadcast from the east coast to the west, and yet very little has been said about that individual, the Columbia wife, who is directly and indirectly affected by most of the policies and regulations passed upon in Council meetings.

Whenever I think of the Columbia wife and her former relationship to the group I am reminded of a certain cartoon picturing a small boy standing on the shoulders of another youngster his own age and looking to see what was on the other side of a high stone wall. When the youngster who was supporting him insisted that it was his turn to look, the boy on top retorted, "Aw, can't you be content with what I see?" And so it was with the Columbia wife. With the exception of those few who were able to attend Council meetings, she saw the plant and all that was going on there mostly through the eyes of her husband, perhaps in some cases through those of her neighbor or again perhaps through the CAULDRON minutes.

But change is always going on, and now the Columbia wife has her turn to look over the stone wall and see with her own eyes what is happening there. The latter part of last year some of the wives who wanted to know other women connected with the plant took the initiative of calling the group together, and all those who came to that meeting expressed the desire to meet regularly and to become better acquainted with one another. There followed a series of meetings, entirely social in content, until the beginning of this year when the group met to re-discuss what values they wanted out of meeting together, and what were the ways to attain those values.

Two definite suggestions came out of this discussion and were used as the basis for planning the meetings. One was that we needed to know more about the Columbia itself, its aims and philosophies, and its policies and regulations, especially those which reach into the home and can be most effectively carried out if the wife in the home knows and understands what is to be done. The second was that we have whenever possible in our meetings, a social period realizing that where there is a very informal chance for an interchange of ideas one may more easily get to know another.

The group, when asked to analyze still further the first suggestion, listed such specific things as the health program, the budgeting of the weekly salary, and inexpensive and healthful menus. Of these things the health program seemed to meet the greatest interest since it was at the time when Council was discussing the results to date of the health work and whether or not it be continued. In order to carry out the mechanics and details of arranging for the meetings a group of officers was elected and program and social committees set up.

The meetings since January have been taken up with a study of the health program. First of all, Kenneth Lucas, the chairman of the Health Committee, came and explained to us the development of the health program at the plant and the method of procedure for us to follow in using the program. Many of us learned for the first time how to proceed when it was necessary to call or consult a doctor. Next there followed a talk by Dr. Burkhardt on the common diseases, especially of children, and what preventive and corrective measures to take in each instance; and another by Dr. Jane Ketchum, who discussed the problems of sex, explanation of sex to children, parental care, etc. At our next meeting we are having Dr. Leer, the Company dentist, talk to us.

Through such a series of program meetings as just described we, as wives, are learning not only how we may co-operate with the plant in carrying out any policy which affects us, but we are also having the opportunity to understand and know more about what is involved in those policies. With this greater understanding of what Columbia is attempting to do there may not only come a greater interest in and an appreciation of the experiment, but the liklihood of our abusing and hindering the effectiveness of such policies as the health one will be greatly lessened.

We have had our first look over the top of the wall, and what we have seen and learned will, I hope, keep us desirous of finding out more about the Columbia and of discovering more and more how we as the "experiment's wives" can relate ourselves to the group and make effective its suggestions and policies. In the very process of achieving this there may lie an education for ourselves which as time goes on will make us more intelligent and helpful members not only of the Columbia family but of any social group of which we are a part.

MARIAN FISHER BOGARDUS.

"It is the customary fate of new truths to begin as heresies and to end as superstitions." THOMAS HENRY HUXLEY.

FOUR ECONOMIC SYSTEMS: THEIR DIFFERENCES

SEVERAL Columbians have from time to time asked to have explained the difference between Communism, Socialism, and Fascism. Some of these were discussed in classes last year, but the following explanation of the four great economic systems as presented by Boyd Gurley in a recent editorial in *The Indianapolis Times* may prove helpful:

"Capitalism is an economic system which has come into existence mainly since 1500. It is based upon a number of elements: (1) movable goods, in distinction from purely landed wealth; (2) unlimited private property; (3) elaborate development of money and credit institutions; (4) boundless acquisition; (5) complete competition and purely automatic regulation of economic processes and institutions; (6) private profits; and (7) repudiation of any notion of class or social responsibility for social disaster or social relief.

Outstanding characteristics are: (1) dynamic desire for profits and acquisition, without any particular relation to personal need or consumptive powers, and (2) the notion that the natural laws of competition will bring about the most benevolent social results automatically.

In practice, the system comes down to the effort to dispose of the largest possible volume of the lowest possible marketable quality of goods and services for the highest possible pecuniary returns.

More recently there has come into being theoretical conceptions of a new or enlightened capitalism. This insists upon higher wages to laborers so that purchasing power can be sustained, upon industrial planning to prevent economic anarchy, and upon curtailment of profits.

Thus far, however, enlightened capitalism has been limited mainly to phrases. Some of its tenets have been applied in the "rationalization" scheme in Germany.

Fascism technically began in Italy and there represents a system of dictatorship based on a combination of super-patriotism and syndicalism. But the term has come to have a wider implication in common use. It invariably is associated with anti-democratic dictatorship, but it is broader than anti-democratic methods which are shared by the Communists.

For all practical purposes, Fascism is the political dictatorship of groups organized to preserve private property interests. These may be primarily capitalistic, as in Italy, or chiefly agrarian, as in Hungary. Radicals charge that enlightened capitalism is the first step to Fas-

cism. In all cases it makes a vigorous effort to link private property with patriotic devotion.

Of the types of Socialism there are no end—utopian, transitional, Marxian, revisionist, guild, state, Christian, and the like. But today only state, Marxian, and revisionist Socialism count.

All have one common element; namely, a desire to increase the state control and direction of economic processes. It is here that they challenge most directly the unlimited individualism and competition of old-line capitalism.

State socialism may be capitalistic or Communistic. So far it has been chiefly capitalistic, represented notably by such things as German ownership of railroads.

Marxian socialism contemplates complete state absorption of economic activities and collective ownership of wealth. Its lesser dogmas, like the labor theory of value, need not concern us. It utterly refuses to compromise with capitalism or to accept any reforms from capitalistic sources.

Revisionist Socialism, represented by the moderate Socialism of Germany, the British labor party, and the like, is willing to accept piecemeal capitalistic reforms on the way to revolution and to make certain concessions to capitalistic institutions.

Communism, as understood today, simply is Marxian Socialism in operation. One might have Communism through anarchism and syndicalism as well. But the term is used today to define complete collectivization—common ownership—of industry under state control.

The Russian Bolsheviks are the Russian Marxians, who have put Marx's theories into practice, with some minor modifications. There are Marxian Socialists who assert that they reject Communism, but such persons lack either logic or courage. Marxism is Communism, and there is no way of dodging the matter."

Individuality Sacrificed in a Competitive Society

"The most widely accepted philosophy of life at present, that what matters most to a man's happiness is his income, leads men to aim at a result rather than an activity, an enjoyment of material goods in which men are not differentiated, rather than a creative impulse which embodies each man's individuality."

BERTRAND RUSSELL.

THE SONG OF THE SHIRT

With fingers weary and worn,
  With eyelids heavy and red,
A woman sat, in unwomanly rags,
  Plying her needle and thread—
Stitch! stitch! stitch!
  In poverty, hunger and dirt,
And still with a voice of dolorous pitch
  She sang the "Song of the Shirt."

"Work! work! work!
  While the cock is crowing aloof!
And work—work—work,
  Till the stars shine through the roof!
It's oh, to be a slave
  Along with the barbarous Turk,
Where woman has never a soul to save,
  If this is Christian work!

"Work—work—work,
  Till the brain begins to swim;
Work—work—work,
  Till the eyes are heavy and dim!
Seam, and gusset, and band,
  Band, and gusset, and seam,
Till over the buttons I fall asleep,
  And sew them on in a dream!

"Oh, men, with sisters dear!
  Oh, men, with mothers and wives!
It is not linen you're wearing out,
  But human creatures' lives.
Stitch—stitch—stitch,
  In poverty, hunger, and dirt,
Sewing at once, with a double thread,
  A shroud as well as a shirt.

"But why do I talk of death?
  That phantom of grisly bone,
I hardly fear its terrible shape,
  It seems so like my own—
It seems so like my own,
  Because of the fasts I keep;
Oh, God! that bread should be so dear
  And flesh and blood so cheap!

"Work—work—work!
  My labor never flags;
And what are its wages? A bed of straw,
  A crust of bread—and rags.
That shattered roof—this naked floor—
  A table—a broken chair—
And a wall so blank, my shadow I thank
  For sometimes falling there!

"Work—work—work!
  From weary chime to chime,
Work—work—work,
  As prisoners work for crime!
Band, and gusset, and seam,
  Seam, and gusset, and band,
Till the heart is sick, and the brain
    benumbed,
  As well as the weary hand.

"Work—work—work,
  In the dull December light,
And work—work—work,
  When the weather is warm and bright;
While underneath the eaves
  The brooding swallows cling
As if to show me their sunny backs.
  And twit me with the spring.

"Oh, but to breathe the breath
  Of the cowslip and primrose sweet—
With the sky above my head,
  And the grass beneath my feet;
For only one short hour
  To feel as I used to feel,
Before I knew the woes of want
  And the walk that costs a meal.

"Oh, for one short hour!
  A respite however brief!
No blessed leisure for Love or Hope,
  But only time for Grief!
A little weeping would ease my heart,
  But in their briny bed
My tears must stop, for every drop
  Hinders needle and thread!"

With fingers weary and worn,
  With eyelids heavy and red,
A woman sat, in unwomanly rags,
  Plying her needle and thread—
Stitch! stitch! stitch!
  In poverty, hunger, and dirt,
And still with a voice of dolorous pitch—
Would that its tone could reach the rich—
  She sang this "Song of the Shirt!"

—Thomas Hood.

Now as in the early eighteenth century we hear the cry "Oh God! that bread should be so dear and flesh and blood so cheap!" Have we gotten nowhere with all our scientific invention and mastery of the elemental forces? Still we have suffering, not only the pain of grief and death, but kindred agonies precipitated upon millions from the epidemic of a plague we hoped had been exterminated. And the end is not yet. We await a Pasteur or a Curie to discover and harness the germs of this malady. Our panaceas have worn out and no longer give relief. We are in the position of the unfortunate man who took patent medicine and got better and better until he died. Let us seek for a great physician.

Yet it is spring, the seasons do not hesitate for the little ills of humanity, the birds sing of the promise of flowers and a harvest as "The plowman homeward plods his weary way and leaves the world to darkness and to me."

PEN.

LET QUEENS CLING TO THEIR MANNERS

IN this way a group of hosiery workers in America introduce the following story:

"Persistently one feels it is prophetic that Empress Eugenie styles should blossom in this modern time of transition. Eugenie, wife of Napoleon III, who dominated all of Europe with her sheer elegance, wit and grand manner at a time of transition—when the aristocratic imperialist regime finally gave way to the modern plutocratic democracy . . .

"Eugenie, when the second Empire fell, met her fate with a bravery and spirit which all historians have noted . . .

Will the women of our time, who have ridden so gaily on the crest of our days of 'prosperity' and now must adjust themselves to an era of economic transition, face their uncertain future with the gallant equanimity and poise which has characterized the martyrs of causes less worthy?

"Workers in industry entering a new era today cling to their standards (hours, wages, etc.) just as dauntlessly and determinedly as Eugenie clung to her queenly manners—even after her crown was lost—bravery and beauty didn't die with Eugenie—girls who work in factories have a tradition to uphold . . .

"The full fashioned hosiery workers of America only a year ago were still the aristocrats of industry, earning the highest wages in the factory trades, suddenly find themselves back in the class of low wage workers—but more than 20,000 of these hosiery workers tenaciously and unfalteringly hold on to their eight-hour day, their collective machinery for joint dealings, and, above all, their union—the one thing that prevents economic changes from becoming a series of catastrophies.

"The American Federation of Full Fashioned Hosiery Workers in its 1931-1932 National Agreement, adopted a drastically lower wage scale, not because lower wages are economically justifiable, but simply so that union manufacturers could really compete with non-union manufacturers and enable union workers to have some earnings and employment. This policy has, so far, proven its efficacy—the union mills are busy once more and the union is rapidly regaining much of its former strength—many large buyers of full fashioned hosiery have proven their willingness to buy union-made hosiery in place of non-union brands if prices are the same . . .

"The union may be able to snatch a brilliant victory out of what seems a debacle—the retreat may be turned into a

rout of the enemy—the unorganized section of the industry—but we need the help of every woman who wears full fashioned hosiery . . .

"We don't ask you to buy the most stylish brands of full fashioned hosiery. We do not ask you to spend a penny more on your stockings than you would if we did not exist. We simply ask that you purchase only those brands of full fashioned hosiery manufactured by corporations whose labor policies are enlightened and constructive.

"The following brands of full fashioned hosiery are all produced by firms who have signed the National Agreement in the full fashioned hosiery industry. All of these firms afford their workers the highest average standards of wages and conditions the industry can now maintain. Practically all union-made brands can be had wherever you customarily do your shopping and in a wide variety of styles and prices:

Carry This List with You When You Go Shopping!

Bee Brand	L'Opera
Berger	Luebe
Betterwear	Luxite
Best Maid	Merit
Conrad	Modelyn
Doris	Modern Maid
Double O	Oliver
Dragon	Onyx-Pointex
Emerald Toe	Propper-McCallum
Esquire	Phoenix
Excello	Ruby Ring
Gold Seal	Rydal Triple Stripe
Gotham Gold Stripe	Spuntex
Granite	Superwear
Holeproof	Titania
Hollywood	Van Raalte
Lehigh	Virginia Rose

"The Unity Hosiery Mills, of Milwaukee, Wis.; the Modern Maid of Langhorne, Pa.; the Best Maid Silk Hosiery Company, of Quakertown, and the Merit Hosiery Company, of Woodhaven Junction, L. I., N. Y., all sell full fashioned silk stockings bearing the union label.

"The Esquire brand of men's full fashioned half hose can be bought with a union label."

We have reproduced the above from a monthly folder printed by the American Federation of Full Fashioned Hosiery Workers, and we were prompted to do it by the letter in this month's Letter Box asking if we could supply the names of those industries whose policies were such as would command the respect of socially minded people. Those companies affiliated with the American Federation of Full Fashioned Hosiery Workers should certainly have such support.

Columbians ought, of course, buy only those brands of stockings listed above. When we do we are assisting those forces which will help make Columbia more successful. If we do not—well, we're probably the kind of people who wouldn't buy Columbia Soup unless it was thrust upon us!

THE COLUMBIA LABEL

THE adoption of the Columbia label has brought with it some changes in our sales technique. Every Columbian is, for the most part, familiar with these and knows the kind of program we are offering wholesale and retail grocers. In order, however, that we may have a clearer picture of the plan we present, we are printing below a copy of our program, outlined for merchants and jobbers.

Those of our friends who are watching our new venture may also be interested in this statement of the program we offer our distributors.

COLUMBIA SOUPS NOT A PRODUCT

But a Program of Emancipation for Independent Retailer and Wholesaler

Read these FIVE BIG REASONS why every independent retail and wholesale grocer should support the Columbia program vigorously.

1. **Columbia Soups Bring Trade to the Independent Grocers.**
   Consumers who want Columbia Soups want them not only because of their superiority—but because of an instant sympathy with an industrial program that guarantees 52 pay checks a year, a genuine living wage, old-age pensions, and numerous other advantages for the worker-owners. These consumers demand Columbia Soups in the real meaning of the word "demand." They INSIST upon Columbia Soups, and if they cannot secure them at their accustomed sources of supply, they will go to grocers who do carry the Columbia brand. With their trade for canned soups, such consumers inevitably bring much of their other trade in foodstuffs.
   Columbia Soups are sold only to independent grocers and members of voluntary chains. Hence, there is no other line of food products in this country possessing such unique social pressure for the good of the independent retailer and wholesaler.
2. **Columbia Advertising Carries a Double Punch.**
   It tells the story of SUPERIOR QUALITY plus the story of the Columbia Co-operative Ownership Plan. It appeals to men and women from two points of view. This double message is being brought to the consumer through:
   (a) Newspaper Advertising Campaigns.
   (b) Public Speaking Campaigns. Trained speakers tell the Columbia story to church groups, women's clubs, men's groups, educational groups and labor unions.
   (c) Radio Advertising Campaigns.
   (d) Newspaper Publicity. The story of the unusual Columbia method of worker management has great "news" value and is accorded generous publicity in the news columns.
   (e) Advertising on the Columbia Label. Every Columbia can carries the Columbia message of "Insure Wages."
   (f) Point of Sale Display Advertising.
   (g) Direct Mail Advertising.
3. **Columbia Soups Have a Definite Superior Quality.**
   This can be proved to the consumer by store demonstrations at strategic locations. And it is this superior quality that brings a steady, profitable repeat business.
4. **Columbia Soups Cannot Be Used as Price "Footballs."**
   They are sold only to independents. They do not offer the constant threat of "cut price" competition. Hence, they offer you a more adequate margin of profit.
5. **Columbia Ideals Are Your Ideals.**
   The Columbia plan of co-operative ownership and management is in complete accord with the ideas and associations of independent grocers. You should consider the Columbia Conserve Company not as a manufacturer selling to you—but as your PARTNER in selling to the consumer.

"We little realize that a business-like rather than a political settlement of a question is precisely the kind which leaves human and intangible factors out of consideration." REINHOLD NEIBUHR.

THE WAGE SITUATION IN AMERICA

The story of the depression is told not only in the figures which represent the number of people who have no jobs, but also in the reports of the wage status of those who still have work. According to reports from 48,434 establishments, gathered by the United States Bureau of Labor Statistics, the trend of wages has been definitely downward in the last three years.

AVERAGE WEEKLY WAGES

	October 1929	October 1930	October 1931
Manufacturing (54 industries)	$27.23	$24.51	$21.07
Coal Mining:			
Anthracite	39.17	36.89	30.47
Bituminous	26.31	21.93	17.90
Metalliferous mining	30.15	26.88	21.23
Quarrying and nonmetalic mining	26.56	24.53	20.02
Crude petroleum producing	*	35.83	33.23
Public Utilities:			
Telephone and telegraph	27.97	29.01	29.46
Power, light and water	31.29	31.44	31.33
Electric railroads	31.23	30.78	30.64
Trade:			
Wholesale	31.41	31.04	29.99
Retail	24.35	24.04	22.92
Hotels (cash payment only) (Not including tips, board, etc.)	17.08	16.80	15.45
Canning and preserving	17.15	15.67	13.05

*Data not available.

The above table does not, of course, tell the full story. Averages never do, but it shows the trend and no one seems to be able to predict when the decline will stop.

Few have escaped it, and even those employers who have honestly attempted to resist cuts have been forced to make compromises with their principles. All of which indicates that talk of maintaining wages in our present planless economic order is rather futile.

WHAT PRICE FREEDOM?

"The negative aspect of freedom is too obvious to escape attention. Man cannot be free if he cannot think and do what mind and conscience tell him. The positive aspect of freedom is less easily seen and still less easily attained. Man may act without let or hindrance from his neighbor and still be in slavery. He may be in bondage to a lack of knowledge about himself, to an inability to order his own life, to an incapacity to push his thinking to 'the root of the matter,' to an ignorance of the world in which he lives. Negative freedom may be a gift from a democratic government; positive freedom is a prize for which each must pay a price." WALTON HALE HAMILTON.

LETTER BOX

Co-operation From the Market Place

In reading "Southern Heroes" the other day I learned that a good many friends in Civil War days took a stand against the purchase and use of goods made by slave labor. I began wondering whether the time had not come when socially minded people should begin to think about purchasing goods from concerns that are dominated by a spirit of service and co-operation rather than by the spirit of competition and lust for profit.

I wrote the L. I. D. to know whether they could supply me a list of concerns that are moving in the direction of the socialization of industry. In making reply, Laidler referred me to the Columbia Conserve Company as being in touch with a number of such concerns. I wonder whether you can supply me with a list of names and addresses of concerns that are moving in the right direction.

Cordially yours,
B. WILLIS BEEDE.

Richmond, Indiana.

The Cauldron Takes Precedence Over Other Publications

The CAULDRON is a most welcome guest each month. It is read by many students and is helpful in many ways. I do not believe there is any other publication that causes me to lay aside other things to read. Through it we keep in touch with the affairs of the Company.

Sincerely,
JACK BOYD.

Texas Technological College,
Lubbock, Texas.

The Columbia Experiment Observed in a Laboratory of Industrial Relations

Professor Colston E. Warne of Amherst College, has referred me to you in connection with having the CAULDRON put on your mailing list for the Laboratory of Industrial Relations, Department of Economics, Cornell University.

I am more anxious to keep up on the Columbia Conserve experiment than on almost any other industrial program I know of. If you have back copies which could be sent us, you may be sure that we shall be very grateful to you for doing so.

Sincerely yours,
ROYAL E. MONTGOMERY.

Ithaca, N. Y.

Balancing the Columbia Budget

I am interested in the assumption on the part of several in Council that our present difficulties in balancing the budget is due to the fact that we have maintained a health program, pensions, wage security, etc. We need to remind ourselves that industries that never had a glimmering of a social ideal or practice have died and been literally buried, without much prospect of a resurrection, during this depression period. There are a great many more of all sizes and kinds still in the struggle who have given their utmost attention to what was good for the business rather than the people in it and they are having a much worse time than we are. I venture to guess that our difficulties are much less because of our social program than they would be without it.

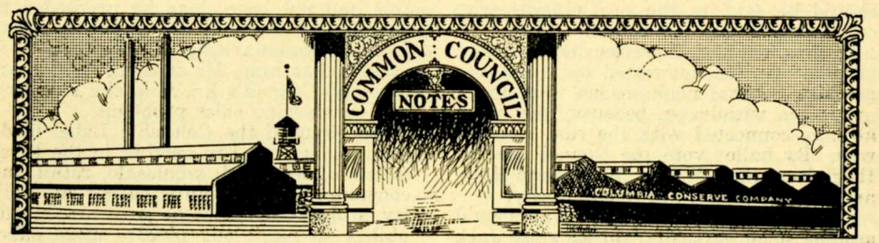
Our chief problems arise from the fact that we are part of a very badly muddled economic system—a system against which the Columbia has been a protest. Our co-operative plan and the social principles inherent in it have been that protest against the competitive spirit around us. If we should now eliminate the important phases of our social program, we should look pretty much like every other industry, which would probably mean that we'd be nervous, worried, hectic, planless and worst of all without any impelling motive or dreams. We'd be among those of whom Vachel Lindsay said "Not that they starve, but starve so dreamlessly."

To say that for the most part our business problems arise out of conditions outside of the organization, does not mean, of course, that very drastic adjustments do not have to be made within the group. But whatever they must be let them be in line with the co-operative principles which are fundamental to our experiment. To decide to reduce incomes to meet the situation would be a co-operative step because we would all share equally in it and in the end it would offer us a greater degree of security. But to eliminate the health program would be far from co-operative because the health burden would not be shared but placed upon those least able to bear it, and the whole group would feel a sense of insecurity.

There are probably few in the group who will not be willing in the face of all the facts in the situation to make sacrifices to the end that our co-operative ideals may be maintained.

Sincerely,
ETHLYN CHRISTENSEN.

Columbia Conserve Co.



Regular C. C. Meeting, Friday, March 4

Chairman, C. W. Knapp.

A summary of the last two meetings was made by the secretary.

The chairman asked that people make it a point to be in the Council room promptly at 6:00 P. M., so Council could start on time.

Mr. Hapgood, who had just returned from a vacation, informed us that he had made a trip to New England in order to get in touch with Norman and Powers about our sales and publicity in that territory.

In reference to previous meetings at which he was not present, he stressed the necessity of making the minutes clear when covering a difficult situation. He emphasized the desirability of portraying the flow of thought leading to the decisions made rather than the dialogue engaged in.

Mr. Hapgood criticized the conduct of the February 3-4 meetings. In his opinion, even if he did invite Mr. Heist to come with us for speaking purposes, it is up to Council and not to Mr. Hapgood to decide if there is a contract which would be violated by asking Heist to do sales work.

In the development of these meetings, evidence in the form of letters was not made use of. In a case of difference of opinion it is fallacy to trust to memory when you have records. This matter should be presented so it could be thoroughly understood by readers of the CAULDRON. Mr. Hapgood objected to the permission by the chair of the entrance of extraneous material. His conduct in the sales department should be considered entirely apart as it is entirely foreign to the subject hence confused the issue and put Mr. Hapgood at a disadvantage. It is not sound procedure to admit material not pertinent to a discussion.

It was Mr. Hapgood's desire that the two subjects be discussed separately and at a time when those parties primarily concerned could be present. In the first case there should be a two fold consideration the contract as well as the relationship between Mr. Hapgood and Mr. Heist.

Mr. Hapgood said he would welcome a meeting concerning his relationship with the sales department but he would like to be present and be permitted to reply as to why he does certain things, why he has attempted to give them autonomy and why, in his opinion, it failed.

He believed we should conceal nothing but present a clear picture to the public. The ebb and flow of emotion that has been going on for several months should be discernable from the records.

Mr. Hapgood said he was interested in how a case like this is handled not as a matter of personal feeling. For years Mr. Hapgood has been interested in the development of a technique of procedure in the interrelation of individuals. We are trying to find a way to get along without hair pulling.

He again criticized the chair for admitting extraneous material that confused the issue namely, Powers' note to the Council about Norman's letter and the sales department implications. The chairman pointed out that insomuch as Powers could not be at the meeting when Norman's letter would be read it was felt he had the privilege of expressing his reactions in writing.

From Mr. Hapgood's desire, that both matters be given reconsideration within the next thirty days, evolved the decision to devote the meeting of April first to that purpose since it was declared as good a date for everyone concerned as we could prognosticate now. There was a desire that certain persons be present at this meeting. Of these persons it was thought Norman Hapgood should be one that he might get a picture of the situation and atmosphere. Mr. Hapgood replied that Norman was very much interested in the emotional element and democratic trends and wishes to be here. He thought all the people with a definite opinion in the matter in question should be present. There was a consensus of opinion that those who feel they should be here will come.

Mr. Hapgood asked that all correspondence relevant to the question be read and extraction made of those things pertinent to the case. Copies of the extraction

should be sent to the participants who could suggest inclusions, etc.

A committee of three, as dispassionate as possible, was suggested by Hugh Bogardus. Several nominations were made and some withdrawn because they were already connected with the case in some way. By ballot vote the Council elected Hugh Bogardus, Walter Mullen and Howard Herner to serve in this capacity.

Dorothea Nord Holt asked who should assume some particular duties since Jack Evans will be out of the office indefinitely. Chloe suggested Opal should take care of insurance letters to which Opal agreed as it is not so much a matter of time as it is of who is responsible. There was some discussion as to just what Jack's work had consisted of. At this time, do we need a personnel director, or would it be possible to delegate the responsibility to separate individuals, seemed to be a question.

Council passed a motion making Opal responsible for letters of application for employment as well as insurance letters.

Howard said Jack did a lot of things beside letters but thought internal problems could be handled by the personnel committee and the complaints from the outside be presented to Council.

Bert felt we should not separate the internal and external phases of personnel work as eventually we will need a personnel man and, Kenneth Lucas, who had already been suggested, could do it.

Dorothea thought we should define the job more clearly so Ken might know where he is. Several thought Ken already had enough work and responsibility. Howard preferred having a regular personnel man, if we were going to have one, and not overload Ken as he is a young man in training as an assistant in the bookkeeping department so should not be distracted by other jobs. Dorothea said Council does most of the work which usually is delegated to the personnel departments of other organizations.

It was moved by Dorothea, seconded and passed that Kenneth Lucas act as personnel director.

Howard moved that when Ken had taken up a complaint, coming from the outside, with an employee the second time without result that the matter be taken to Council. There was unanimous acceptance of this procedure.

Mr. Hapgood asked if we had included in an earlier motion the withholding of the minutes of the February third and fourth meetings until after the April meeting. It was moved, seconded and passed that we do this.

Mr. Hapgood asked if Howard had given a report on the January sales. As this had not been done he proceeded to outline and compare figures of this year and last, summarizing the situation as it appeared to him. He stressed the importance of Council's knowing the situation and considering sales problems.

He pictured the Columbia Label field: the response we are getting in the three points of approach wholesale, retail and consumer support; anticipating our ability to do even better as we grow in our ability to paint our picture more effectively.

Ollie, Dick and Bob spoke of the reception they had received when working Columbia Label. There seemed to be quite a little favorable comment. However, Dick suggested the real test would come when the enthusiasm of newness wears off. Mr. Hapgood then outlined next steps already being taken.

We will gain support as we are able to present a better picture. Our product and price are only a foundation upon which our program is based. Our retail support should be on the basis of a program and not merely a product. We are going to be very materially helped by persons interested in our policy. Mr. Hapgood feels we should put our maximum strength in the New England territory. We have, he said, an assortment of inducements, we must understand our weapons and use them with courage, understanding and venturesomeness.

Some questions were asked about costs of various forms of advertising and their probable returns.

Mr. Hapgood said we would return to the Indianapolis market when we get a good program. "I will persist until I find the key."

Meeting adjourned 8:35 P. M.

Those participating were: Wm. P. Hapgood, Leo Tearney, Arlie Myers, Homer Shelley, Mildred Whicker, Chloe Me-Harry, Hugh Bogardus, Mary Lipferd, Lawrence Roberts, Blanche Steele, Basil Covert, Ollie Chambers, Dorothea Nord Holt, Albert Hines, Opal Hassenzahl, Howard Herner, Lucille Burkhart, Milburn Forth, Walter Mullen, George Gregory, Kenneth Lucas, Dick Plummer, Robert Davis.

Regular C. C. Meeting, March 7

Chairman, C. W. Knapp.

The question of who shall be responsible for escorting visitors through the plant evoked quite a little discussion. It is important because of the impression it leaves with them. Most of our visitors are interested in our experiment more than the mechanics of soup making. There was expression as to the probable danger of some people taking too much time, some painting too many flowers, and others not being able to live up to our publicity in their explanations.

Chloe moved Dorothea Nord Holt be charged with this responsibility. The motion was seconded and passed.

The chairman asked if we wished to continue with Monday morning Council meetings.

Arlie moved we dispense with Monday meetings until the agenda accumulates enough to make it desirable. This was carried.

Upon request from the floor, a letter from S. A. Nelson was read to Council. As several members of Council had received copies of the letter, Homer and Arlie agreed it should be made clear that replies from those people to Nelson were personal letters and have no connection with Council proceedings.

Homer said the writer had confused the Credit Union and the Company. He favored turning the letter over to our attorney.

Chloe felt we could challenge any statement made in the letter.

Bert said this shows people are not frank if they talk differently outside than they do when here, and that they talk outside instead of here.

Leo Tearney thought some people here had helped the Nelsons because they were needy and he thought they should not be criticized for that.

It was decided that we turn the letter over to our attorney for advice.

Hugh asked about a rule covering additional income in families paid on a needs basis. There is a lack of understanding, in case a family rented a room should that be deducted from their salary. Arlie thought it effective when the wife is regularly employed to which Homer added; in case the wife's income is less than the differential we pay the difference. We decided to review the rule now on the books and report Friday. Ken Lucas cited an instance where a wife cared for boarders when she was not physically able to until it cost the Company an expensive operation to restore her health.

Billie thought the difference in money was not equivalent to the repression caused by placing too close restrictions on people working. Arlie made clear the deep water we would get into if we attempted trying to keep track of things like that. Josie Baker could see no difference between one working in a factory or keeping boarders netting the same profit.

The chairman asked if we wanted to attempt the question of a change of leadership.

Billie thought it should not be discussed now unless some leader was not functioning. He was opposed to experimenting with leadership. Arlie said it was tossed in the ring when we were pretty hot over the members on the personnel committee. We have several people who are not under the direct supervision of anyone. We need a committee to straighten us out. Bert thought people should state in Council the things they feel as it is important that we iron these things out. Homer felt we were in a mess as it is.

He thought we would profit by a concentration of leadership; three or four leaders instead of 140. Nellie Gray pleaded that we all pull together. The chairman suggested that we let the April meeting be the beginning from which we approach this whole subject.

Josie Baker asked us to consider changing Council time and doing away with Council supper. Billie replied that the dining room committee would have a recommendation pertaining to that in their report Friday night.

Dr. Burkhardt consumed the time from 9:00 following with his second lesson in physiology; the necessary changes in food so that it may be used by the body.

Meeting adjourned at 9:30 A. M.

Those participating: Wm. Hines, Sr., Chloe Me Harry, Homer Shelley, Arlie Myers, Leo Tearney, Albert Hines, Milburn Forth, Mary Lipferd, Mrs. Carlisle, Kenneth Lucas, Hugh Bogardus, Kenneth Smith, Josie Baker, Nellie Gray, George Gregory, Blanch Steele.

Regular C. C. Meeting, March 11

Chairman, C. W. Knapp.

Minutes of the previous Friday and Monday meetings were read by the secretary.

In reference to the Nelson letter it was reported that Howard had consulted our attorney who advised us to reply briefly to Mr. Nelson that his letter had been read to the Council. It was taken by consent that the secretary reply to him in this manner.

A letter was read to Council from a David M. Harrison who is working for us in the New England territory. The secretary will acknowledge this letter.

Chloe called attention to the careless parking of cars in the pulp house. Uncalled for damage is being done to cars by this habit. Arlie also warned against backing into machinery out there as well as parking in the back lot close to the

building and the fire plug. It was requested that there be no parking north of the drive because of the large trucks passing that way conflicting with the guy wires.

Dorothea Nord Holt told us of a communication from Norman Hapgood. It would be more convenient for him if the request meeting could be changed from April 1 to April 8. Arlie felt it would be better if Norman could be in the plant a little time before the meeting and renew his contacts here. Hugh Bogardus and Ken Lucas moved the meeting be changed from April 1 to April 8. At least we should notify Norman and others away from the plant of our willingness to arrange the date to suit their arrangements. It was passed that we change the date to April 8 providing that date is more convenient to those persons away from the plant who will need to be present at this particular meeting.

In Howard's absence Kenneth Lucas gave a financial report of the business covering the first eight months of the fiscal year. Quite a little time was given to questions and answers about various figures, their relation to production and the plans for the coming tomato season. Ken in explanation, said, "all we need to do is to be extremely careful of our expenditures until we can liquidate our inventory." "There is plenty of room for precaution but no room for alarm."

On a request for the immediate future market forecast the general situation in the canning industry was pointed out. All vegetable packers are facing a flooded market hence many of them are not opening at all this packing season.

Dorothea asked about a possible reduction in payroll soon. Homer asked about the company's expenses if they shouldn't be reduced 20 per cent. before anything more was done to payroll. Definite effort has been made in several places to curtail expenditure but Homer insisted we need a committee to make a survey to ascertain if they are actually coming down as we think they should. We need to see the whole picture, not just one or two items. Ken reported that we were watching everything in the way of expenses. Homer replied that there are outstanding examples of things that are not handled; they are just taken for granted, and because they are not under direct supervision they will not be investigated until we go into the whole matter scientifically.

Some things were mentioned as being of dubious value in returns to which Homer requested that we survey no particular things but all things.

Ken said we, as everyone else, are hoping it is going to get better, but will it? It is a question whether one should sacrifice now or try to carry on as nearly normal as possible in the hope of better conditions in the future.

Glen Linferd asked the approximate cost of bringing the men in for the April meeting. Estimation varied depending on the number who would come, those from distant points who could come together, and the probability of some of them being due home at that time. Leo felt it would be worth whatever it cost if we go into the matter deeply enough to clear it up.

Emma Rice and Chloe believed we should support Homer in his contention for a committee on expenditures. Dorothea thought it would do us no harm to find out anyway. Do we not have a committee like that? Homer said facts are no good unless we act on them. Chloe said we object to other industries cutting payroll and that is the first thing we see to do. Homer again appealed for a genuine effort to cut expenses.

Arlie felt we should have this committee go over personnel and find if we have too many people. If we have ten too many people, charge them to overhead instead of to production. If we carry ten people on social obligation, we would know better where we were on cost and direct labor.

Ken said he thought a committee could decrease costs on some things like coal, advertising, salesmen's expenses, etc., but if they challenged anything concerning the social policies, it should be discussed in the Council. Homer and Arlie thought they should have the right to discuss everything. Homer said, in his opinion, it shouldn't have final powers, but should investigate everything. We have been exempting too many things as it is. Arlie thought we had better tighten up or we would have to take another cut.

Dick said we were talking behind Mr. Hapgood's back about things he is very much concerned with. He felt we should have brought out this discussion in Council last week when Mr. Hapgood was in. Dorothea thought Mr. Hapgood would not object at all to this discussion of expenditures.

Mildred Whicker moved and Edna Pavey seconded that we appoint a committee to investigate all expenditures and that they be charged with the responsibility of making recommendation to Council.

Ken thought we should not expect a report too quickly. Homer thought they should give partial reports as they get

them. Ken asked if it was the duty of this committee to ascertain if we were getting value received. The motion establishing this committee was passed unanimously.

There was some discussion as to the representation on this committee. Dorothea and Lawrence thought it should be appointed by the Council. Mary and Dorothea moved and seconded that it be a committee of five. The motion passed. It was taken by consent that the committee be elected in Council. A ballot vote declared the members to be: Homer Shelley, Kenneth Lucas, Walter Mullen, Arlie Myers and Albert Hines. Alternates, Howard Herner and Leo Tearney.

The dining room committee had not been able to function last week because of the illness of Billie Hines, so Frieda Marschke was appointed as an alternate.

The meeting adjourned at 8:30.

Those participating in the discussion were: Chloe MeHarry, Arlie Myers, H. Dorothea Nord Holt, Hugh Bogardus, Leo Tearney, Milburn Forth, Homer Shelley, Dick Plummer, George Gregory, Walter Mullen, Kenneth Smith, Isaac Davies, Mildred Whicker, Glen Lipferd, Emma Rice, Mary Lipferd and Lawrence Roberts.

Regular C. C. Meeting, March 18

Chairman, C. W. Knapp.

A summary of the decisions of the meeting of last Friday was read by the secretary.

As the first matter of business, we reviewed the situation concerning the date of the April meeting. It was set tentatively for April 1, then changed to April 8 to accommodate Norman Hapgood. Recent communication from Wm. P. Hapgood requested the first meeting be on Thursday, April 7, and continue at our regular meeting time, Friday, April 8, as he has an engagement that will necessitate his being out of the city on April 9. Norman can get here April 6, so the dates requested by Mr. Hapgood will be agreeable to both.

Dorothea Nord Holt moved and Kenneth Lucas seconded that we set the date for a special meeting April 7, and continue the topics in question at our regular meeting time, April 8. This motion passed.

A subject carried over from another meeting, the effect on the payment of the marriage differential when the wife of an employee works, was reopened by the chairman reading the ruling now on the books. Quotation from the minutes of February 4, 1929: "In the case of married men whose wives are gainfully employed, when the combined income of the two people in question is equal to or in excess of $33.00, participation in the marriage differential is barred. When the combined income is below that, the difference up to $33.00 will be paid as a differential."

Chloe said the ruling should be changed while we are on reduced income. The chairman asked just what do we have in our minds when we say gainfully employed. If an employee rents a room in his home, does that constitute gainful employment for his wife?

Billie Hines said to handle such a situation we will have to get all outside incomes.

Dorothea said our original idea in this was anything that the wife does that brings in income is gainful employment. Part of the purpose was to discourage double incomes. To Miss Franz this procedure was questionable under the present economic conditions. Chloe moved that we rescind the motion pertaining to income derived from wives working.

Howard wanted to know why she wished to rescind an established statute. Whom did it depend upon to report outside income? There was a feeling that the letter of the law has not been lived up to in several instances, or there has been some lack of understanding of just what all is included in wives' employment. What does income mean—net profit or actual income? There might be considerable difference in some cases: To a question as to the possibility of suspending the ruling during the period of financial stress, Howard replied that we had better consider our present income as permanent instead of as a temporary reduction of our former salary.

Billie cited a possible ill effect on our medical program if we encourage wives to take on remunerative activities. They might do it to an extent detrimental to the health of themselves and their families.

Homer was very decided in the opinion we should stick to the ruling because of its implications and the principle involved. That ruling is for the protection of the masses as well as for ourselves. We are better paid even now than the majority of working people. If we take in a roomer to assist us a little to maintain our normal standard of living, we are detracting just that much from someone else who probably needs that additional income much worse.

Hugh wanted to know just what we thought was right as he had introduced the subject for information. Miss Franz and Chloe thought we should allow employees the privilege of having roomers

if they saw fit to do so. Bert felt we were liable to get away from the principle. If an employee feels he needs additional income, he should apply to the needs committee. Red suggested an amendment to the original ruling; that it not apply to roomers or work done in the home. Billie thought gainful employment meant work done outside the home.

Homer reminded us that the outside activities of an employee does not affect us so long as it does not interfere with his work here.

Chloe withdrew her motion which had not been supported.

Milburn Forth moved that income derived from home industries be not regarded as extra income. This was seconded by Lawrence Roberts and passed with a vote of 28 favoring and 20 opposed. Bert said if we were going by our principle we should encourage additional income and deduct it from the salary, as Columbia could use all the income possible now. Homer still felt there were not enough facts presented to warrant changing the principle. Questions were asked Milburn as to what he included in home industries. Billie thought we were combing a little too fine when we inhibit people doing things for a little additional income.

The chair requested a decision on the close vote. We are still undecided about what constitutes a majority, and the decision is left with the chair unless he calls for a vote. Chloe said the decision would not benefit Columbia either way. Homer recalled that at a former time we had agreed, in the event of a financial crisis, to bring all of the income possible, even to the extent of going on the outside to work and returning the remuneration to the company. Homer moved that this vote not be taken as final. This motion was supported and passed.

At Dorothea's suggestion the discussion was tabled until another meeting.

At the February 29 meeting the question of a year's health probation for prospective employees was turned over to the Health Committee, which was now ready with the following recommendation: That a prospective salary employee work six months before being considered for salary. If at that time he is recommended for salary, he undergo a further medical examination.

If this is passed, he then work six months more, during which time he be under our doctor's supervision. At the end of the year he undergo another physical examination. If this is passed he is eligible for salary as far as the health program is concerned.

The same rule applies to prospective dependents. If after the first examination the doctor finds the dependent needs medical attention of any kind, the prospective salary worker will be asked to have it attended to before he is placed on salary.

The expectant salary worker should not be placed on salary unless the examining physician thinks he will be able to give ten years' service to the company.

Bert asked about the examination of wage workers, to which Dr. Burkhardt replied that all food industries demand a physical examination, but that it is the preliminary examination given, usually by Dr. Canaday, when an employee first comes with us, and is nothing like as stringent as the regular health examination we are called upon to pass.

Dorothea did not like the social implications of the recommendation. Miss Franz and Chloe agreed that if we carry people after they get in the organization and those we now have, many of whom could not begin to pass the examination, we are fulfilling our obligation to society. We have to stop some place or, as Billie said, "We will get all the people who can't pass the examination elsewhere to come here to be taken care of."

Bert felt it was going to be hard on the person coming in, trying to adjust himself and then being put to this stringent physical examination. The doctor reported that 80 per cent. of the people here would be able to pass the examination required of newcomers.

Chloe said that in the event we wanted an individual who could not pass the test, Council could so decide, but it would not be up to the Health Committee to be responsible for such action. Council would take them with their eyes open to the liability and then not blame the committee for the expense incurred or criticize the individual if he was not able to perform all types of duty.

Ken Smith asked if the examination would be a stiffer one than we have now. Chloe replied that the doctor will have a longer time to ascertain the true condition.

At this time, Dr. Burkhardt took the floor, making explanation and answering questions. Pertaining to medical care in industry, he said that long-time contacts reveal many things not detectable otherwise. He said the mental as well as the physical character of the individual was important, as mental characteristics are largely dependent on the physical. One may be a mental obligation, but a physician can't say so unless he has had a long observation period. The worker during the working period would receive the average care, better than he would receive anywhere else in industry. Dorothea asked: What if he needs an operation in order to become physically fit to pass the final examination? The doctor replied that in case of emergency the Council would decide how the individual case would be handled.

Dorothea wondered, if we make good health a prerequisite, how are we going to let him get in good shape? She felt it a very exclusive ruling.

Dr. Burkhardt stated that unless we have some restrictions, we will become a home for incurables. We can't load up with more incompetents than we can carry. A possible one out of ten applicants might need an operation to get himself in shape before he would be eligible.

Ken Smith asked if each applicant would get the same examination regardless of who he was. The reply was in the affirmative.

Homer favored the report for two reasons: First, it would cut expenses. Then we have had little trouble with people who have been with us a year before acceptance, but no end of trouble with sporadic cases accepted after little or no time spent with us before acceptance.

Billie felt as though we were helping a man by encouraging him to take care of his ailments. The doctor said anything good should work both ways. If a person gets worse here he should not stay, for we need people who can do all kinds of work.

Miss Franz said it safeguards the individual and the company. Chloe reminded us that we are prone to pass something in Council, then criticize the individual because he can't do certain things. If we take people on under this ruling, we do so with our eyes open. Ken said then we could not kick if it cost us.

The doctor said as we get ourselves in fit condition, we can extend our help to more and more people.

Ken Smith wondered what we would do about hiring for a particular job. The person might eventually be called upon to do something else. We are disposed to overlook everything else for sentiment, but if we aren't ready to curb sentiment for the good of the group, there is no use discussing it. We should see our job ahead of us—that we are going to have to make decisions for the good of the group. It was pointed out that we can reach more people if we build a better group than we can by feeling sorry for an individual.

We turned our attention to the application of the rule to dependents of prospective employees. It applies identically with the first part. They would pass the same examinations at the same intervals and be subject to the same request that they put their physical house in order before becoming subject to our medical protection.

There was some doubt and indecision about our position regarding prospective dependents of our single employees. Prospective dependents should be subject to our medical examination, but if we must refuse them and make the employee responsible for his own dependent, then we have the problem of his worries and adjustment detracting from his well-being and performance. The doctor said quite frankly, "I don't know." Billie said we might deprive such an individual of health protection until such a time as they could become eligible.

Miss Franz thought we were within our right demanding an examination of prospective dependents of this kind and would be only a jump ahead of the state law.

The chairman asked what requirements we were going to make of dependents in the form of service. Would we ask the equivalent of ten years' active service in any department in the plant? The doctor replied that we would expect the ability to perform the normal activities of a woman in the home. We have certain standards of health by which we can judge. Children are somewhat different from adults; they are not a finished product. Conditions incorrectable in an adult might be corrected in a child. Mental disability or a special physical difficulty would be about all that would exclude a child. We would have to depend upon and abide by the best judgment of our medical staff.

A child born under our medical program is automatically included, but a child born with the assistance of an outside physician would have to be carefully examined if the parents wanted it included in the health protection.

Without coming to a decision, the meeting adjourned at 8:30 p. m.

Participants were: H. Dorothea Nord Holt, Chloe MeHarry, W. H. Hines, C. E. Franz, Opal Hassenzahl, Howard Herner, Kenneth Lucas, Dr. Burkhardt, Ardath White, Homer Shelley, Hugh Bogardus, Albert Hines, Harry Hershberger, Milburn Forth, Emma Rice, Mary Lipferd and Kenneth Smith.

Regular C. C. Meeting, March 25

Chairman, C. W. Knapp.

The chairman announced a meeting to be held at Tomlinson Hall, at which Mother Mooney, mother of Tom Mooney, will be present.

A report of the Dining Room Committee was given by Arlie Myers. We have

had an average loss of $110.00 per month over the last year under the present system of management in the cafeteria. Free meals served during the busy season and free Council suppers probably account for the greater part of this deficit. The Council supper served this particular Friday night cost 19 cents per plate, which might be assumed to be an average cost. The committee recommended that the dining room serve no more free meals. This does away with the practice of furnishing supper free to those people working after the supper hour or to any persons working in the plant at times other than the regular working day. The persons working at the noon hour will be required to pay for their meals the same as anyone else. Women working in the dining room at the noon hour will start their noon hour when they finish serving.

The committee recommended that we pay 20 cents per plate for Council supper. The only exception being made is of the persons drawing the dish-washing checks. Those persons will not be required to pay for their supper.

The third part of the recommendation advised that credit on lunch accounts be run for one week only.

Walter Mullen asked if the cost of Council supper was based on food costs or if it included operation costs also. He felt we should pay for the labor and operating expense as well as for the food material. He was answered that the 20 cents only covers food cost, which of course will vary somewhat with the number served.

Billie Hines, a member of the committee, replied to Walter that as yet they haven't been able to get all of these things worked out. They may ask for labor costs later. There are still several things to be done even to a possible change in personnel.

Arlie said no records have been kept relative to cost, but now they are getting some records set up that will be valuable in the working out of these problems.

The chairman reminded the Council that these are just the first steps in the solving of the dining room situation.

It was asked how much of this deficit was attributed to Council suppers, to which Arlie replied that the amount was divided between free meals in busy season, Council suppers and losses in the dining room. To questions about specific times and certain people, Billie replied that the ruling that everyone pay at all times will eliminate any question.

Miss Franz said we will have to have some way to check on the food kept in the dining room, as at a former time Council asked that food storage not be locked. Billie said we would not ask about locking up anything else that was being tampered with, so why should we have to ask about locking the Frigidaire.

Milburn Forth moved that we accept the committee's recommendation, which was: That the dining room serve no more free meals, that we pay 20 cents per plate for Council suppers, with the people drawing dish-washing checks excepted, and that credit on lunch accounts be run for one week only. This motion was seconded and passed.

Mary Lipferd asked that we relieve the men who work during the noon hour if they have to pay for their meal.

Walter asked if we would charge outsiders for Council supper. He wondered if we did so if we would come under restaurant laws and regulations even though we do not make a practice of catering to the public. Chloe replied that we have formerly charged large groups of visitors. The chairman suggested that it might be wise to find out if we are making any mistake by serving meals to visitors. It was taken by consent that Howard Herner find out what our position should be in feeding visitors since our dining room is not open to the public.

Arlie said the other part of the Dining Room Committee's report had to do with the outstanding bills owed by employees for lunch. They recommended that the bookkeeping department notify these individuals and collect the bills. Especially should they notify those persons now on the road who have probably forgotten that they owe a lunch bill. All bills should be paid on Monday of each week. This rule should go into effect April 1st. This arrangement will materially help the dining room in keeping records and finding costs.

Walter moved and Homer seconded that all bills due the dining room be paid in a reasonable time or then they be deducted from the employee's check. After April 1st all bills are due the following Monday. The motion was carried.

The chairman requested that a notice be placed in a conspicuous place about the price of Council supper. There was some discussion of the 20-cent price as to whether it was too high or too low. It was suggested that we allow the 20-cent price to stand until the committee found that it needed to be changed, at which time they could bring in a recommendation to that effect.

Billie Kalscheuer moved that we accept the committee's recommendation of a 20-cent price for Council supper. This motion was supported and passed.

The Education Committee has been needing attention because of the two members who are away from the plant most of the time. Some questions were asked about the duties and personnel of this committee. Basil Covert, chairman of the Committee on Committees, said the new committee has not all been here at any one time, so it has been impossible to call them together to elect officers.

To a request, Dorothea Nord Holt outlined the duties and services of this committee in the past as follows: To take care of classes and absorb surplus time, to present information and make suggestions to the production departments and to the Council as to things we might do, and to deal with special problems of an educational nature. Dorothea thought they should anticipate needs and point them out. Homer asked if they handled the problem of summer school students. It seems that the only case for some time of one of our employees attending summer school was Lucille Burkhart, whose case was handled by the Council. Dorothea felt that there had been no specific set of functions delegated to the committee, so it has had to do what it could. If we want doctors or others to speak to the Council or to present information, the request should be handled through the Education Committee.

Homer asked that we consider the need of an Education Committee. Milburn thought that the Council had decided that our education should be of a more technical nature, but that nothing has been done about it.

Dorothea said any possible class work had been dispensed with this year because we preferred an 8-hour day.

Arlie expressed his feeling about the whole problem of committees thus: All the committees we need are the Needs Committee, Health Committee, and perhaps the Stock Purchasing Committee.

Chloe said we do not need an Education Committee now.

Milburn felt that we should allow the Education Committee to stand, since surely we have derived some benefit from it. Chloe and Arlie couldn't remember what the benefit had been, if any. Mary and Walter favored letting it stand even though we haven't much work for it now, so that it will be in readiness in case Council delegated some duty to it. Miss Franz agreed with this proposal.

Billie felt that committees do not kill time and that it would not be wise to abandon this particular one. A committee should function and get back to regular work as quickly as possible. Miss Franz added that it is not necessary for all committees to meet regularly, but they should be in readiness to act when the occasion demands.

The chairman asked what we wished to do about reorganizing this committee, as we have two problems now for its consideration, namely: The question of setting up a fund or means of loaning money for a college education to the children of employees, and that of providing special training for special jobs.

Howard thought the subjects in question were a job for Council instead of a committee. The chairman replied that they had been turned over to the committee by the Council.

Arlie moved that the Committee on Committees rename the members on the Education Committee, filling it with people who we can expect to be here most of the time. The motion was seconded and carried.

Basil read a recommendation from the Committee on Committees that the Education Committee be composed of the following members: Dorothea Nord Holt, Hugh Bogardus, Opal Hassenzahl and Kenneth Smith. Jack Evans and Ethlyn Christensen were recommended as alternates to serve in that capacity when they are here. This recommendation was formally passed.

Basil requested a list of the functions of each committee as reference. Opinions were expressed as to whose duties included the finding of such information, since we don't seem to have it at our finger tips. Miss Franz said it used to be the duty of the secretary of Council to give such information to the Committee on Committees, which was expected to preserve it.

Arlie suggested that the secretary of each committee turn over a list of their duties to the chairman of the Committee on Committees, then they could ask specific questions. Miss Franz said the secretary of each committee should have a permanent record sheet and add new duties as they acquire them. The suggestions were accepted by consent.

Chloe asked permission of the chairman to present a problem about which she had spoken to him in private. It concerned the secretary of the Council and her work. Chloe felt that there is a good deal of work done unnecessarily and that it takes too long. She thought the Council minutes should be gotten out without consuming too much time. She suggested that the office girls do all the work but the writing of the minutes. The chairman replied that it was felt to be important that the minutes be done promptly. Miss Franz pointed out some of the causes of delay when the office girls had to do them.

Billie Hines said Chloe was not here when Council decided to make the secretary responsible for getting out the minutes, so missed that discussion and the reasons for it. George Gregory said we necessarily expected it to be a rather slow job in the beginning.

Milburn reminded us that Miss Franz has expressed the desire that more people be trained in office work and regretted that more of the girls in the organization had not seemed interested in doing that kind of work. Miss Franz replied that she had hoped that they would take the initiative and prepare themselves by going to night school.

Arlie said it so happens that the present secretary works at a slow speed at stenographic work and asked what would be a fair time to complete the job. Miss Franz felt that to ever be of value in typing one should learn the proper system.

Homer warned us that the discussion was apt to run into a personnel problem when what we really wanted was an analysis of the job. We are taking lots of pains with the Council minutes, and is it worth it, to which Chloe replied, "That is what I want to know."

Chloe also felt that the Agenda Committee consumes too much time. The chairman answered that the time spent depended entirely upon the agenda, and the committee is not even called when it is not necessary.

The chairman wished that all those people who grumble about the time consumed had the responsibility of the job. He stressed the value of the information in the minutes to the salesmen who cannot be in the meetings and to the persons we reach through the CAULDRON.

Arlie said it so happens that we have the present secretary "on the spot," as heretofore we have had no way of knowing how much time was spent on the job. Nobody knew how much time the former secretaries spent on Council minutes because the time was not kept and the nature of their other work was such that it was not noticeable.

Hugh said we should get more information on the subject in question and rediscuss it in the light of that information.

At this point, Basil asked that he be allowed to finish the report from the Committee on Committees. Because of the large personnel, the miniature Council had never met to organize and elect officers.

Homer felt all committees should meet to organize so that they would be ready to function when necessary. He objected to passing on a committee in a joking way. It was arranged for the committee to meet Monday.

Kenneth Lucas entered the meeting and requested the reading of part of the minutes of a former meeting covering the report of the Health Committee. He felt they were too brief to convey a clear picture to the public and desired Council's opinion about rewriting them before they were published in the CAULDRON. Opal Hassenzahl read portions of the minutes in question. Hugh felt that it was not a fair picture of the meeting; that clarity had been sacrificed for brevity.

The chairman asked Council just what they wanted in the way of minutes. Howard felt we should read the minutes of the proceedings in Council. This precipitated considerable comment for and against the practice of reading the minutes in Council with no decision to change the present custom of the secretary presenting a summary of the decisions reached at the last meeting. The chairman suggested that it would be of great assistance to those responsible for the minutes if several people would make it a habit to read the minutes as they are posted on the bulletin board.

Relative to the Health Committee's report, Dorothea suggested that whenever a committee report of any length is given or a report of special importance that the chairman of that committee be called into the Minutes Committee when the minutes are approved. The secretary replied that the figures in the report in question were submitted to the chairman of the Health Committee, but that he had not read the entire report. Those persons responsible for the minutes arranged to clarify the report in question.

Without deciding to make any change in the procedure as now followed in the handling of Council minutes, the meeting adjourned at the regular time of 8:30 p. m.

Those participating were: Arlie Myers, Walter Mullen, W. H. Hines, Mary Lipferd, George Gregory, Maude Malcolm, Mrs. Carlisle, Hugh Bogardus, Marian Bogardus, Glenn Lipferd, Chloe McHarry, Mildred Whicker, Miss Franz, Howard Herner, Basil Covert, Dorothea Nord Holt, Homer Shelley, Milburn Forth, Kenneth Lucas, James Cook, Opal Hassenzahl, and Ardath White.

"I see that noiseless typewriters are being used more and more."

"Yes, in this depression the men are replacing women even in stenographic jobs."

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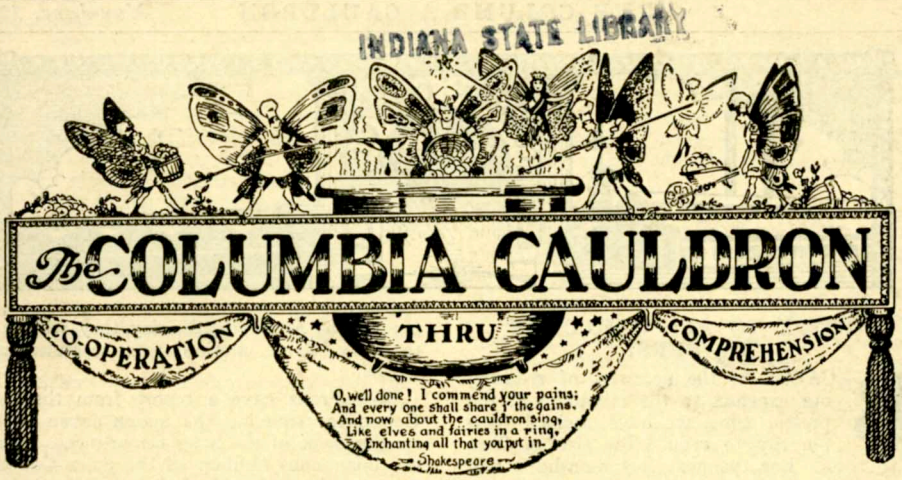
The COLUMBIA CAULDRON
CO-OPERATION
THRU
COMPREHENSION
O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 6 MAY-JUNE 1932 No. 4

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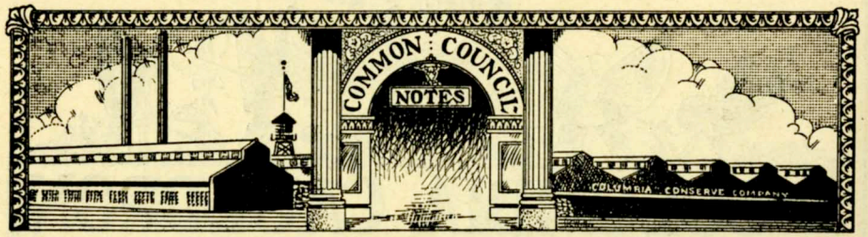

NOTICE TO ALL CAULDRON READERS!

BECAUSE of the necessity of reducing our expenses to the minimum at the present time, we have decided temporarily to reduce the size of THE CAULDRON. For the next few months it will consist merely of Council minutes, as we believe that the minutes are the most valuable part of THE CAULDRON. It will appear once a month as formerly.

Anyone who wishes to contribute toward the support of THE CAULDRON for the time being may do so. Those who wish to continue receiving the magazine, however, and cannot afford to contribute will continue to receive it. We are anxious to revise our mailing list, however, as it is somewhat out of date, and wish that all our readers who desire to continue receiving THE CAULDRON would send us their names and addresses.

If we do not hear from you by August 1st we shall take it for granted that you are no longer interested in receiving our magazine and shall remove your name from our list. Please let us hear from you as promptly as possible. THE CAULDRON COMMITTEE.

C. C. Meeting, April 1

Chairman, C. W. Knapp.

A summary of last Friday night's meeting was read by the secretary.

A letter from Lucien Koch, of Commonwealth College, requested a meeting with us as they are passing through Indianapolis on their way to the Kentucky strike area to investigate alleged violation of the Bill of Rights. After expression of some unfavorable comment, Hugh Bogardus said that we as American citizens are very much concerned about the crimes against laboring people and, since this group is going to investigate and distribute relief, we should give them the privilege of talking to us.

Isaac Davies thought we should listen to them as we expect people to listen to our story. It was the opinion of Bert Hines that we should listen to anyone who wants to speak to us as we can judge the merit of their information and draw our own conclusions.

Miss Franz thought we might listen to them if it did not take company time. Dorothea moved that we invite them Tuesday, at the noon hour, April 5th, the day they will be in the city. This motion was seconded and passed.

Miss Franz gave a report from the Sales Committee covering the action taken in the readjustment of the Sales Department. It was the unanimous opinion of the Sales Committee that the Columbia Label and the Private Label Departments, designated as Departments 1 and 2, should be united and that Wm. P. Hapgood be the head of the combined Sales Department if we are to carry on our sales in the most effective manner. The committee recommended that Mr. Hapgood be given full control in the direction of the Sales Department.

Chloe moved that we accept this part of the committee's recommendation. The motion was seconded and the following discussion ensued.

Walter Mullen asked if this action would put the Sales Department back where it was before it was divided, thus placing Leo as Mr. Hapgood's assistant. The reply was that Leo is not now Mr. Hapgood's assistant, but that Private Label work will go on as Mr. Hapgood is interested in all parts of the Sales Department. Mr. Hapgood can delegate authority to whomever he wishes within the department.

Walter asked if they would always have to be changed every little while to keep them functioning.

Mary Lipferd felt it is time someone relieved Mr. Hapgood of some of the responsibility, to which Arlie replied that we have been trying to do so and are developing some people, but that it can't be done over night.

There was some comment on the wisdom of some former changes in the Sales Department, to which Isaac said that the split of the department was not as bad as some people might think, however the situation now is somewhat different and it probably is all right for the department to be united again.

To a question by Chloe, Miss Franz replied that Mr. Hapgood has nothing to do with publicity now except to speak whenever he sees fit.

Walter expressed his own feeling, and probably that of several others, that he was no clearer in the understanding of the whole situation than he had been some time ago when we voted for the split of the department.

Miss Franz and Arlie agreed that what the department needs is a boss, and this recommendation makes Mr. Hapgood it. This recommendation came with the unanimous approval of the general Sales Committee and the following salesmen who were present: Tearney, Hewson, Walters, Eustis, Pennington, Davies, Evans, Powers, Norman and Wm. P. Hapgood. There was a full and frank discussion in the meeting, and they finally arrived at the unanimous decision.

Chloe's motion to accept the recommendation that the Sales Department be united under the leadership of Wm. P. Hapgood was passed.

The Sales Committee also recommended that there be set up an Advisory Committee composed of the following persons: Norman Hapgood representing publicity; Powers Hapgood, Leo Tearney and Cornell Hewson representing different angles of opinion in the Sales Department; W. H. Hines from the Purchasing Department; Howard Herner representing finance, and Miss Franz from the Order Department.

Walter asked about the functions of this committee and how it would differ from the general Sales Committee. Miss Franz replied that it will function only when emergency arises; it is to solve different kinds of problems than the Sales Committee. To this committee, if established, will be presented differences of opinion of the salesmen about policies or any matters of importance pertinent to sales problems and the smooth functioning of the department. The committee will serve as a sort of clearing house for questions of the sort that cause friction in the department and are a source of irritation to Mr. Hapgood. Norman was recognized as the best possible person to interpret these difficulties to Mr. Hapgood. This committee will be responsible only to the Council. Kenneth asked what would the advantage be of having a committee if Mr. Hapgood is being made a "boss." This committee will have no authority, but will be an intermediary body to act as a buffer to lessen the shock of conflicting opinions and emotions. It could be used also as an intermediary between sales and publicity.

There was some confusion as to the differences between the proposed committee and the general Sales Committee with a feeling that one committee should be able to handle the problems now being delegated to both groups. It was brought out that the personnel and the duties of the committees made it unwise to expect them to do the same work with equal effectiveness. The Sales Committee is composed of resident people and deals with prices, policies and has the authority to act independently of Mr. Hapgood in certain sales emergencies. In short, the general Sales Committee handles technical problems, while the Advisory Committee will deal with problems of personnel and conflicting opinions.

Kenneth Lucas approved of this new committee if it would help the situation, and moved that we accept the committee's recommendation that there be established an Advisory Committee composed of the members as already suggested. This motion was seconded by Chloe.

Dorothea said the desire to have this particular committee arose in the special meeting of the Sales Committee already referred to, and came from a feeling that Mr. Hapgood is not strong enough to carry sales problems and be harassed by opposition. Arlie said the meeting resulted in a far better understanding and mood than there has been for a long time. There is a closer correlation between Private Label and Columbia Label business. Private Label business is being helped in some areas by our Columbia work. Leo is working closely with Columbia Label now. Some people have felt that it was Mr. Hapgood's intention to scrap our Private Label business which has been our "bread and butter" business. There is a much better understanding of the whole situation now.

Several persons contributed to the conclusion that as Norman is the best interpreter between Mr. Hapgood and others, and since it is necessary to give Mr. Hapgood free reign to handle sales expediently, there should be some intermediary body, including Norman, to which opposition could be voiced. This arrangement leaves Mr. Hapgood free to go wherever necessary. Powers will be working in the East and Leo probably in the West.

Kenneth Smith still could not see the new committee as being desirable. It looked to him like a loophole.

The motion establishing the committee with the members as suggested by the Sales Committee was passed.

The third part of the Sales Committee's report related to the Publicity Department. The committee recommended that the publicity be under the direction of a committee of which Norman Hapgood should be chairman, with Powers and Mr. Gundlach his associates. They would be responsible for all of our publicity, including advertising, writing, radio and other speaking, demonstrating, etc., and would be privileged to draw upon others to do detail work as necessary.

Chloe opposed Mr. Gundlach on the committee because of his not being a member of the organization. She felt we could confer with him as freely without him being a member of the committee. Dorothea reported that Mr. Gundlach is very much interested in our policy and is trying in every way to assist us. Arlie said publicity is something we don't know much about, so should leave it to those who do. He moved and Milburn seconded that we accept that part of the Sales Committee's recommendation that dealt with publicity. It was pointed out that the motion would do away with the present Speakers' Committee. Al Heist had agreed to the ar-

rangement. Powers would be mainly responsible for speakers. The motion was passed.

As the question for discussion at the special meeting to be held April 7th was settled, that meeting was dispensed with.

The committee appointed in Council to make extraction of the Heist-Hapgood letters as well as the Speakers' Committee was disbanded by consent.

Homer asked about the fate of the minutes withheld from publication until the Hapgood-Heist controversy should be rediscussed. We will have some time in which to make a decision before the publication of the next CAULDRON.

The chairman reread the motion and the minutes covering the discussion of a year's health probation for prospective salary employes. Arlie said we will have to take steps to protect ourselves or in another ten years we will have a lot of people ready for pensioning. We should accept this or consider adjusting our pension system according to length of service.

Howard replied to a question about people hired away from the plant to the effect that since they are not handling food products, they are not required to pass an examination, but neither would they be eligible for salary.

Chloe said this did not prevent Council from taking action in any case they desired to make exception of a particular person. Kenneth reminded us that this would just be a precautionary measure. Howard was anxious to make it harder to get in and harder to stay in the organization.

This applies to the health of prospective employes and their dependents, also to possible prospective dependents of our single people.

Josie Baker moved and Arlie seconded that we accept the recommendation of the Health Committee as presented at the March 18th meeting. The motion, which was passed, is as follows: That an employe work six months before being considered for salary. If at this time he is recommended for salary, he undergo a medical examination. If this is passed, he then work six months longer, during which time he be under our doctor's observation. At the end of a year he undergo another examination. If this is passed he is eligible for salary as far as the health program is concerned.

The same rule applies to prospective dependents. If after the first examination the doctor finds that the dependent needs medical attention of any kind, the prospective employe will be asked to have it attended to before he is placed on salary.

A prospective salary employe should not be placed on salary unless the examining physician thinks he will be able to give ten years of service to the company.

Dr. Burckhardt suggested that we discuss the feasibility and ways of taking care of our disabled persons, as that is going to be a serious problem later. The discussion will take considerable time, so it was placed on the agenda.

The doctor consumed the remainder of the meeting with one of the health talks he is giving the group. He spoke on what becomes of the food we eat.

Meeting adjourned at 8:30 P. M.

Those participating were: H. E. Bogardus, Arlie Myers, Albert Hines, Chloe MeHarry, Isaac Davies, C. E. Franz, Dorothea Nord Holt, Walter Mullen, Marion Bogardus, Howard Herner, Mary Lipferd, Kenneth Lucas, Kenneth Smith, Homer Shelley and George Gregory.

C. C. Meeting, April 8

Chairman, C. W. Knapp.

The meeting of last Friday night was summarized by the secretary.

The chairman presented a request from a manufacturing concern whose representative desired the privilege of addressing a meeting of our employes at the noon hour in the endeavor to interest them in a contest.

Mr. Hapgood said that heretofore we have had people to talk to us on social projects, but not as an advertising scheme.

After some comment it was moved, seconded and passed that we accept no responsibility for promoting an audience for advertising schemes. Any salesman so desiring may use the noon hour in which to work with the employes who care to assemble, but such an assembly must come from his own initiative.

Miss Franz presented the resignation of Dollie Rusie, to become effective next Thursday. Dollie is resigning because she is to be married. The resignation was accepted.

As there were no matters needing immediate attention, Mr. Hapgood was given opportunity to present some aspects of the present situation for the Council's consideration.

He forecasted the probable outcome of the operating statement for the present fiscal year. We are in a new situation since we have decided to sacrifice on our inventory and thereby get free of our bank debt so we may operate more freely during our packing season. It is probable that we can dispose of the largest part of our stock at the present prices. The combined loss incurred by such a procedure will be somewhat greater than our surplus account, hence we will be "in the red." This does not mean however that we will be unstable.

Mr. Hapgood went on to say that it has fallen to him to point out dangers and suggest remedies to meet the financial stresses of the depression. The situation now is such that we should consider next steps. "Personally I see one step." He referred then to a statement made by one of our most conscientious workers, decrying the fact that we always attack the pay roll first. Up until the last year, Mr. Hapgood said he had been the advocate of increases in salary. Moreover, in the depression of 1921 he did not suggest a reduction because then the business was owned by the Hapgood family, who were obligated and able to sustain the losses. Now we own the business. A good many of us have not accepted the responsibility of ownership. We must develop and broaden our worker-owner psychology if our experiment is to succeed.

Mr. Hapgood pictured us as being divided into three groups—one group that would go to the bitter end if necessary, the second that would go part of the way without grumbling much, and the third, a group of unknown size, that is with us because here they have a better job than they could find elsewhere.

Of the general economic situation, Mr. Hapgood said there is a long road ahead of us before the millions who need bread will have it. We won't get out of the present situation this year and nobody knows how much longer. It requires courage, judgment and determination to do today what is necessary. The sooner we swallow the bitter pill the better.

As to next steps, Mr. Hapgood suggested that the group who are not willing to go on, who will withdraw in time anyway, be induced to do so now. Let us help them to make new adjustments even more than we do now even to doubling or even giving four times the usual two-weeks' pay we grant now to those leaving us.

John Passwaiter asked how soon we should take the bitter medicine, to which Mr. Hapgood replied that the sooner we take it the better. We will not be able to pay dividends until the impairment of capital is made up. It isn't something that we lose, but something we don't withdraw now so that we have it later.

Dorothea remarked that when the last financial report was given, she had asked about a probable reduction in income and whether a further reduction was necessary.

Homer had suggested the committee investigate all expenditures and still believed that we should cut along other lines also. The committee has done some things, but is not ready to report yet.

Mr. Hapgood agreed that we should watch other expenditures too, but was surprised at the assumption that the committee could handle such items as publicity and sales, as we have no one qualified to judge these things.

Homer differed with Mr. Hapgood in that the committee has access to and can consult with other people as freely as seems necessary. "The best you can do is all you can do."

Mr. Hapgood appealed that we try to keep our minds clear. If this committee can and does reduce expenditures, well and good, but it should not prevent us from taking other steps.

Hugh said the best we can hope from the committee is small isolated figures. He approved that the committee continue and speed up as much as possible.

It was requested that Howard give us his opinion, to which he replied that he agreed with Mr. Hapgood in the steps he proposed, but he stated that the entire pay roll until the end of the fiscal year would not relieve the impairment. He did not agree with Mr. Hapgood on the question of health protection and some parts of our social program. We should suspend them until such a time as we could take them up again according to Howard's way of thinking. He also thought we should have some way of eliminating part of the force.

Mr. Hapgood said if we did this we would be attacking one of the cornerstones of our philosophy, which is regularity of income.

John Brophy said we recognize the troubled waters in which we find ourselves, but that we want to stay with the boat because we feel that it is a better boat and the storm we are in is not of our own making, but from forces from without over which we have no control. He wished that anyone having opinions, even though they were in the minority and would be opposed, would express them. He felt that if we cut our expenditure on our social policies, we would be cutting income and even more we would be cutting into our basic principle. If we must cut somewhere it would be better to cut some phase of salary. John was willing to listen with open mind to any suggestion.

Howard admitted the social policy was good for the group, but the thing we are all interested in is the business and how to get it out of the air and onto the ground again. Our social policy is making some people too dependent on someone else.

Arlie said the committee would have some information that would go a long way toward giving us a clearer view of the situation.

Dan Donovan spoke at length, saying: If we recognize this as our business, its sacrifices are our sacrifices. If we attack the social policies, we attack the vitals that make us unique. The direct way to do is to take less out of the business. We profit in prosperity, so should meet sacrifices when the necessity comes. If we were wage earners, Dan said, he would be the first to denounce cutting wages, but as partners in the business we should not take out more than is absolutely necessary. Dan said that he had boasted that if it became imperative to the life of the business, we would go on "strike pay" if necessary, since our enterprise is so important not only to ourselves, but to all workers. We as partners must face it.

George Gregory thought that if we were not willing to back ourselves, we could hardly expect anyone else to do so.

Bert Hines agreed with most of Dan's speech. In prosperity we set up some things we can't carry on in times of distress as we

would like to, but there are some things we cannot discontinue. He agreed with Howard, however, in that if there were things we could suspend, we should do so.

Mr. Hapgood asked what things we could dispense with without taking away the enterprise. He approved of Dan's term "strike wage." We have been on strike for fifteen years against conditions as they are, and for fourteen of those years with no detriment to ourselves; now we are called upon to sacrifice a little. We will not have to go into tents as some strikers do. We are not striking against a "coal baron," but against a system we believe to be unjust. The time is here when we have to tighten up our belts or give up the cause.

Mr. Hapgood referred to a conference between Norman, Powers and himself at which they discussed the advisability of making a material sacrifice. He cited the criticism made of us by Justice Brandeis, most liberal of the Supreme Court judges, that we have not developed the ownership psychology sufficiently. He is enthusiastic about the enterprise, but feels that we are not making severe enough sacrifices to make us less dependent on the bank. It is the main test of character to do a thing before you are forced to do it.

Howard felt that we have established our organization "too darned fast." He wished to suspend the health program which he conceded was good for the people, but not for the business, moreover he believed it breaks down the morale of the group. He favored placing the health protection on the basis of needs, so those who could would take care of their own medical bills and those who could not, could apply for needs.

Several people expressed the belief that the health program was one of the most useful planks in our platform and should be the last to be given up.

Mr. Hapgood said one of our guiding principles is that the strong should help bear the burdens of the weak and who is more weak than one who is ill. To do away with the health program is to attack the essence of the vitality of our philosophy. That is the way the capitalistic system does.

John contended that we would not overcome the element of cost, in which Howard is interested, by his suggestion of placing health protection on a needs basis because the need for this protection is general instead of specific.

There was some feeling that the health program is taken advantage of to which Dr. Burckhardt replied that the abnormal stand out in bold relief and we do not see the normal. Probably there are those who run to the doctor, as we say they have the doctor habit, but they are the exception. There is not a group of these exceptions but, as we are not perfect, we should expect a few, although he said he could not name them.

Howard asked if it were right for the Company to pay $100 for a man who could pay it himself to which Mr. Hapgood retorted; is it right to pay him his salary because he has other income? Mr. Hapgood went on to say he now believed we should not only include those now covered by the health program but also those dependents now excluded and desired that he be notified when that subject is rediscussed so if possible he will be here. Albert asked that it be placed on the agenda for consideration in the near future.

After some more comment on the medical program Mr. Hapgood requested that we progress with the discussion of the two suggestions made by him namely: a reduction in individual income, and the making of an opening by which those who do not want to carry on may get out of the organization as painlessly as possible.

Dan said that if we keep in mind that we are partners in the enterprise and not just workers we will meet the situation like partners but if there are those who insist on this being just a job they will leave voluntarily when the pay does not suit them. Those who can stand the gaff will stick because what we are fighting for is worth it. He asked if there were figures to indicate what the reduction in salary should be. Howard and Mr. Hapgood replied that we should do all we could; we should go far.

Mr. Hapgood suggested that we should pay those people who wish to leave eight weeks' salary over a period of sixteen weeks. Albert asked if we should do this even if he should find a job before that time expires to which Mr. Hapgood replied that we should pay it regardless and that it would be of advantage to us to do so. Effective people here are interested in the program and will not leave. There are heavier winds ahead of us, probably, and if there are those who won't stick when things get worse we might as well know it now.

Arlie hoped this will be a lesson to us in the future if business ever gets good again.

Mr. Dutton, a visitor, told us of a few of his observations other places and said we do not realize how lucky we are.

Dan moved that there be a committee appointed to ascertain the amount of reduction advisable and what amount should be paid to those who wish to withdraw. This committee should bring a recommendation to the next meeting. The motion was seconded and passed. The Committee on Committees was instructed to appoint a committee of five.

Mr. Hapgood asked that if the meeting at which the final decision on this subject is to be reached can be foretold he would like to be informed and will attempt to be here.

The meeting adjourned at 8:30 P. M.

Participants were: Wm. P. Hapgood, Hugh Bogardus, Vieb Postma, Albert Hines, W. H. Hines, Dorothea Nord Holt, Howard Herner, John Passwaiter, Homer Shelley, John Brophy, Arlie Myers, Dan Donovan, George Gregory, Albert Armstrong, C. E. Franz, Dr. Burckhardt, Kenneth Lucas and Basil Covert.

C. C. Meeting, April 15

Chairman, C. W. Knapp.

The secretary summarized the decisions of last week's meeting.

A request for leave of absence from Blanche Forrester was presented. Blanche is in charge of a demonstration crew in New England and desires the leave of absence in order to attend the Bi-annual Convention of the Y. W. C. A. at Minneapolis.

There was some question as to the effect on the work if she be allowed to leave now. Dorothea said it was the plan to have some one else assume the responsibility while Blanche was away. Powers and Blanche have already discussed it and Powers has spoken to Dorothea that he thought it could be arranged.

Some people felt that the request should come from the head of the department thus making him responsible for any detriment that might be caused to the work by granting this leave.

Arlie moved that the secretary write Powers informing him that no action has been taken on Blanche's request for a leave of absence from May 2nd to May 13th because the Council feels that the request should come from the leader of the department. The motion was seconded and passed.

The next matter of business was the disposition of the minutes of the February 3rd and 4th meetings which were withheld from publication in the CAULDRON until after the April meeting when the subject in question was to have been rediscussed. The special meeting has been dispensed with but Mr. Hapgood felt that the minutes should not be published unless he and Norman have opportunity to make some statement of their position on the subject. It was taken by consent that these minutes will not be published until there are further developments.

The chairman of the Committee on Committees reported the formation of a new committee to determine the amount of salary reduction advisable at this time. The new committee composed of Howard Herner, Kenneth Lucas, Homer Shelley, Walter Mullen, and Hugh Bogardus have organized and started to work.

It was formally passed that we accept the recommendation of the Committee on Committees establishing the Salary Reduction Committee.

Homer Shelley, as chairman of the new committee, reported their progress thus far. The committee felt that there had not been enough discussion in Council last week to inform them of Council's position in the matter of a reduction in salary. They thought Mr. Hapgood wanted a means of repairing the deficit and payroll won't do much to help that.

Arlie said we had tied the hands of this committee before it was formed. Milburn suggested a possible expansion of its scope.

The committee requested expression of opinion from the Council.

The motion made last week fostering the formation of this committee sounded like Council agreed to take a cut in salary. Several people felt that the motion did assume that we accepted the idea with which they, as individuals, did not agree.

There was some discussion of the overlapping of the duties of the newly formed committee and the committee that is investigating all expenditures. It was suggested that as the personnel of the committees are almost identical they could be combined.

Hugh's idea was that Mr. Hapgood had implied that the committee investigating expenditures would attack publicity and expenditures of that nature in which field he felt they had no authority and he might have hoped to sidetrack that proceedure.

Mr. Hapgood's dual purpose recommendation of last week was reviewed as: a drastic cut in salary with the hope of inducing people who do not wish to carry on under the present conditions to withdraw; furthermore, to lure those people to leave without having to release them by paying sufficient money to make it attractive. Eight weeks' pay over a period of sixteen weeks was suggested.

It was believed that the motion as made by Dan, last week, put the Committee on Expenditures out of the picture.

Arlie said that committee is going to continue to nose in and show what some things are costing.

Hugh thought it might expedite matters to combine the committees.

Billie said that each committee has been appointed to do a specific job.

To Homer it seemed that a reduction in payroll was part of the first committee's work. There was a pretty unanimous opinion in the committee that there are places where the salary payroll could be cut. The discussion in the two committees ran very much in the same channel. The newly appointed committee had been a little hazy about just what was expected of them so had approached the subject from all angles and avoided making any decisions.

Ken Smith asked if they approached the subject of a salary cut from the angle of how little we could live on. If we approach it from the standpoint of the corporation it includes everything else while if we approach it from the individual standpoint it excludes everything else.

Arlie quoted, "The best way to prolong the depression is to sit back and wait for it to end." We may vote not to take a cut and still not be doing it for a selfish motive but because we believe it is the wiser course to fol-

low. He asked if it was worse to owe debts collectively than for the employes to be obligated to run grocery bills.

Hugh asked that we have more expression of opinion as in that way we could be of the most assistance to the committee.

Howard said the motion made last week meets only part way what Mr. Hapgood wanted to get at. If we make the reduction so low it will force some people out it makes us all suffer in order to get rid of a few.

We should rescind the motion of last week and give the committee more power was suggested. The representation was thought to be somewhat unfair because several people were working and could not be in the meeting.

Howard said the committee is tied and does not hinge up with the discussion in its entirety.

There was a suggestion to abolish one committee or combine the two. Another said we should think of something else instead of discussing salary all of the time.

Dorothea said the committees have two separate reports to bring in but if we can accomplish more by combining them we should do so.

Howard asked for more expression of opinion.

Walter Mullen said the Council should insist that the committee work toward meeting the deficit. Bert replied that the committee wanted Council to express what they wanted them to do.

George Gregory thought that we should show those outside that we were willing to sacrifice.

Several people favored that the investigation be carried on in all categories of expenditure whether it be done by one committee or two. The committee on expenditures should report before the other knows what to recommend as the necessary reduction in salary.

Homer brought out that the first committee has to do with operating expenses and no committee is charged with the ways and means of meeting the deficit.

Arlie moved that the Salary Reduction Committee, accepted by Council at this meeting, be endowed with the powers to study ways and means of meeting the deficit, insofar as possible, and that they make a recommendation on this phase of their duty at the same time they make the recommendation on salary reduction. This motion was seconded and carried unanimously.

Arlie asked that he be allowed to make an announcement on a subject in a little lighter vein. We have a demonstration in progress at L. S. Ayres and will continue to have a booth there for the next three week-ends. We are using this method of advertising and to promote the sale of Columbia soup. He asked that as many as could stop by to see the display and give our own product a boost.

Upon the subject of vacations the chairman asked for information from the production manager. Bert replied that it was hard to anticipate but it seemed improbable that it will be possible to close down production for the vacation period. We will have to produce some goods so should retain enough people to run one line in the label room and one in production. Department heads should so arrange that vacations will spread over a longer period of time.

There was some disfavor of granting vacation for Council service. Perhaps we should not have any vacation. It might be better to take away some of the regular vacation than to deprive those who spent time and energy in Council work. We might only take two weeks at a time as Billie thought no one would want us to go on the outside and hire help to take his place while he went on a vacation.

Bert moved that we do not have a general vacation shutdown as we have heretofore. Acclamation was unanimous.

When a change in the length of vacation was brought up Howard reminded us we were attacking a social plank.

It was moved and seconded that there be a committee of the leaders of all departments to consider the whole question of vacations, when they should be taken and how much we can expect to get in, and bring in a recommendation to the Council at the earliest possible time. Mary suggested that the leaders be authorized to grant vacation any time in the year that production permits.

Bert said we will have to have every one back this year by the first of August. Howard added that vacations will not be paid for in advance.

Ken Smith asked that the question of vacation for Council service be placed on the agenda for rediscussion.

Meeting adjourned at 8:20 P. M.

Participants were: Albert Hines, Arlie Myers, Dorothea Nord Holt, Homer Shelley, Mary Lipferd, W. H. Hines, Milburn Forth, Howard Herner, Miss Franz, Walter Mullen, Basil Covert, Kenneth Lucas, Hugh Bogardus, Kenneth Smith, Elmer Burkhardt, Opal Hassenzahl, George Gregory, Henry Rippe, August Huber, Leo Zike, Russell Easley, Josie Baker, Vieb Postma, Mable Knapp.

C. C. Meeting, Friday, April 22,

Chairman, C. W. Knapp.

The first order of business was a report from the Salary Adjustment Committee. Homer Shelley, chairman, gave the following report:

1. In order to make available more ready cash to meet current expenses we recommend a reduction of 20 per cent. in the present payroll, both salaries and wages, to become effective as of this morning, April 22, 1932, and to be effective until such a time as the business justifies an adjustment upward. On the present payroll this will mean a saving of $678.56 or $6,785.60 by June 30th.

Payroll has been reduced in addition by the fact that we have had several resignations in the last few months and there is a possibility of more in the near future.

2. We asked the Needs Committee to reconsider special needs cases and they have recommendations, of which we approve, to make to Council.

3. In regard to the resignation allowance, it is the opinion of the committee that this should not be changed at the present time.

4. We recommend that, in case the deficit at the end of the fiscal year is not more than can be made up by reducing the stock now held by the trustees to 51 per cent. of total stock, this be done. This will meet a deficit of approximately $21,000.

Immediately following this report Homer gave the report of the Expense Investigating Committee, of which he is also chairman. The report was as follows: In order to put the business on a more substantial operating basis we recommend that,

1. The report the Health Committee has to make to Council be approved.

2. Salesmen and demonstrators be put on an itemized expense account in order that expense books can be properly audited each week, and that labels from cans used in cutting expense be sent to the office with expense books. The salesmen and demonstrators are to decide individually what to include in expenses.

There are some other expenditures which we have discussed but on which we have not reached decisions, partly because of the nature of the accounts and partly for lack of time, namely: mileage, CAULDRON, and Business without a Boss pamphlets.

That we might have a complete picture before we indulged in any discussion we heard reports from the Needs and Health Committees.

Following these reports we considered the 20 per cent. reduction in payroll proposed by the Salary Adjustment Committee.

Mr. Hapgood asked that the reasoning be explained why the committee reached this figure and not another either higher or lower. Homer replied that this course would provide between $670 and $700 per week and with present wages as they are, it was about all we as individuals, could stand. Arlie added that we are now going into a season where the workers are going to be pushed to the limit and it was felt that if it was possible to reduce the worries of the individual about his home he would be in better shape to carry on. Bert continued that the committee considered both sides and had to use their best judgment. We should have a free and frank discussion from everyone.

Homer had given some figures comparing the percentage of the proposed salary to the individuals salary last year. Mr. Hapgood objected to comparing salaries of last year and not comparing the purchasing power of the dollar. We should not pity ourselves too much. We are in a better position than 90 per cent. of the workers in America today.

Arlie said the point brought up by Mr. Hapgood has two sides. We should not let the people outside influence us if we can maintain our standard and not damage the business. Mr. Hapgood agreed to leave out the outside if we also left out pity within.

After a little more discussion Hugh stated that any comparison made was simply informational; there was no self pity in the committee.

Mr. Hapgood continued that there was no mention at all made on the other side; it seemed that the committee had tried to be just as lenient as it could be instead of just as severe as it could be. "I am interested entirely in the extent to which we can go." Only about 5 per cent. of us feel that we are owners, so we are not willing to make all the sacrifices possible to strengthen the business. We have been fighting for fifteen years to make the worker owner conscious and Mr. Hapgood was sorry to say that we have not put it over.

Billie Hines reminded us that last year we forgot about the outside and considered the business to which Arlie added that the committee considered carefully and decided upon this figure because it has certain values. He did not believe we should cut payroll in half unless it was quite necessary.

Mr. Hapgood suggested that the chair ask questions of those who know most about finance. He cited the typographical operators who were willing to accept a reduction that the papers would not operate at a loss; we should go much farther than they. We should go as far as we can now and then take steps upward instead of taking anticipated additional steps downward. He continued to point out the difference between a cash situation and a solvent position. There is no question of the solvency of the business but our present need is for ready cash to carry us through the tomato packing season. We have to build a cash reserve to carry us through the next few months. The problem is that of cash to meet current needs and not our ability to pay over a period of time, of which there is no question.

Howard spoke from the committee's point of view to the effect that the group needs cash but there is danger of breaking the morale by cutting too far. He did not know why we should penalize the partners for those who were not carrying their share of the load.

Mr. Hapgood replied that because some were laying down on the job was no reason why we should not play our partnership game. We should get the loafers out and not penalize the business with "lily livered" people. He was willing to fight to put them out of

the boat and suggested that if we were to appoint him and others as dictators they would clean house, then perhaps 20 per cent. reduction in salary would be sufficient.

Responding to a question from the chair regarding our need for cash Howard said the need was about as great as we can stand. Mary reported that only a few of us know anything about us facing such needs. It followed that probably some of the fallaceous rumors and misstatements made by some of us may be attributed to a lack of understanding on the part of some employes.

Mr. Hapgood asked that we separate from the discussion the problem of discipline.

Mr. Hapgood went on to say that he was using all of his energy and powers of cerebration to liquidate our tomato inventory but he did not want anyone to trust to that alone to meet the cash needs. If the situation becomes so that we do not manufacture, we would be just out of luck. He urged cutting as far as is humanly possible and then next month go up instead of down farther.

Hugh asked the proportion of our weekly payroll to our weekly cash needs. Mr. Hapgood was irritated by his having asked about this particular figure and not of some other expenditure and repeated that the problem was one of husbanding our cash resources to the limit. Our debits are always aggregate to our income at this time of year and will continue to be until the fall packing season with the only hope of a change in our drive on tomato products.

Howard and Ken tried to answer Hugh's question as directly as possible. He expressed satisfaction with their attempts to answer it.

It was believed the tomato products drive was gaining momentum and much might be accomplished in the next few months.

Meeting adjourned at 4:30 P. M.

C. C. Meeting, Friday Night, April 22

Chairman, C. W. Knapp.

The resignation of Elmer Burkhardt was presented with the explanation that Elmer is getting old and feels he cannot carry his part of the work as he would like to, so wants to resign and go into business for himself. His resignation was accepted.

Arlie expressed his appreciation for Elmer's long period of service and his willingness to carry his share of the load and asked that we convey our appreciation to him to which Council assented.

Jake Miller's resignation was also presented and accepted.

A request from Blanche Forrester, tabled at another meeting pending request from the department head, was reopened by Dorothea presenting the information from Powers that Blanche could be spared from demonstration work and he thought it important that she keep the engagement. The Y. W. C. A. has arranged to care for the additional cost of transportation incurred by her being in New England instead of in Indianapolis.

Dorothea moved that we grant Blanche Forrester a leave of absence, without pay, from May 2nd to May 13th. The motion was carried.

Mr. Hapgood thought it unlikely that Blanche would return East again after she returns from Minneapolis, where she plans to attend a convention during her absence. She probably will be used for work nearer Indianapolis, possibly in the Wisconsin territory. He plans to ask that demonstrators be regarded as a part of the Sales Department instead of Advertising.

Mr. Hapgood wished to have Frank Baldwin removed from the Sales Department as he believed him to be detrimental to that department. The sort of egotism that causes Baldwin to assume that he knows more than the leader of the department makes him unsuitable. Mr. Hapgood went on to give examples of conduct unseemly to the best performance. He cited the chance meeting in Wheeling where Baldwin and Anderson, who were on their way East, met Chambers and Plummer on their way to Indianapolis. Baldwin seemed to be unduly excited over the financial position of the business and was guilty of instilling anxiety and doubt in the minds of his fellow workers. Frank's behavior in the East was also objected to. In one case he played favor with the jobber who asked Powers' weak points that he might be able to work Powers for a better advertising deal by giving him this information. He also made some other moves less compromising in nature for which he was criticised.

Hugh Bogardus said he has had enough experience with Baldwin to second a motion for his release.

Mr. Hapgood continued that there is no more non-co-operative attitude than talking either in the organization or outside in such a manner as to circulate misunderstandings about us.

To Homer there appeared only one thing we could do as we laid off all of the wage workers some time ago with the exception of those in the Sales Department, so if there was no longer a place for Frank there we could do nothing but release him.

Ken Lucas moved that Frank Baldwin be released.

Milburn thought Baldwin should have a chance to say something for himself with which Dorothea agreed that if Frank wants to present his own case he should have freedom of speech. However, the facts seemed sufficient to warrant accepting his discharge. Mr. Hapgood saw merit in Milburn's suggestion that Frank be allowed to present his own case and thought it well to suspend him until he might have opportunity to do so. He desired that Chambers, Plummer and himself be present if this occurred.

There was more approval of Frank being permitted to state his case but since Mr. Hapgood would not have him in his department we had nothing else for him to do. Chloe asked if we have ever permitted wage workers to defend themselves in Council. Some people thought that we had not done so. Frank seemed in a little different category since he has been with us quite some time.

Dorothea reminded us that Frank was objected to on two charges; his work in the Sales Department and non-co-operation.

The motion for his release was carried. It was agreed to pay him up until next Thursday night but not to allow him to work.

It was requested that we have Ollie Chambers verify the statements made by Mr. Hapgood as Ollie had been recently associated with Frank in the work in the East as well as being present at the Wheeling meeting. Dick Plummer was called into the meeting from the office and asked what had transpired at Wheeling. He had not heard the foregoing discussion and asked "Why pick on one man?" They all had talked as was natural when two of them had been away from the plant for some time. They were told by Baldwin and Anderson of the situation we were in financially, mentioning some of our obligations and even expressed doubt of the value of their expense checks. Naturally this caused Plummer and Chambers quite a little concern occasioning their immediate investigation when they arrived at the plant. Arlie asked if Baldwin and Anderson were both agreed in what was said, to which Dick answered that they were, and that they had all talked together. Mr. Hapgood said that at a time like this rumors are out about even the strongest corporations.

Later in the meeting Ollie Chambers arrived and corroborated the statements made by Mr. Hapgood and added to what Dick had said that not only were Baldwin and Anderson doubtful of being able to cash their checks but also expressed doubt of the Company's ability to carry on long.

The question was raised as to what we are going to do with people who make damaging statements.

The meeting turned its attention to the recommendation of a 20 per cent. reduction in payroll, until such a time as business justifies an adjustment upward.

John Passwaiter asked if 20 per cent. would be sufficient to meet the needs and moved that we add 10 per cent. to the committee's recommendation. This was seconded by George Gregory but the motion was later withdrawn.

Howard said John's question was a hard one to answer—he would not say if the amount was sufficient or insufficient, but he felt that the committee had used its best judgment, whether or not that was any good, at least they were conscientious. Mr. Hapgood repeated that we could not go too far for the good of the Company; that we need to play for the maximum of safety. Hugh said that the committee figured so as not to hurt the physical man or the morale. They felt that we could not take more than 20 per cent. reduction without endangering well being.

Billie Hines moved that we accept the committee's recommendation of a 20 per cent. reduction in salary. Howard suggested a ballot vote but waived it in favor of a standing vote. Several people expressed approval of the recommendation and faith in the committee. Ken Lucas said that this did not end the function of that committee but that they intended to keep in touch with the situation constantly and bring more things to Council's attention as they see fit. Several favored that this be a standing committee. Hugh said this situation provides a good time to prove we are owner conscious. George Gregory thought we were committee trained—they bring in a recommendation and we accept it. Several spoke to the effect that we have the right and power to reject a recommendation if we so desire.

A standing vote showed all in favor of the recommendation of a 20 per cent. reduction in payroll with the exception of two. Mr. Hapgood and George Gregory, who composed the minority, felt the reduction was too little and not too much.

Ken Lucas asked that the Committee on Expenditures be allowed to stand as a permanent committee to which there was consent.

The third part of the committee's recommendation was next presented by Homer with the explanation that the committee felt that two weeks' pay in advance was enough to cover the purpose for which it was set up. It might encourage some people to leave, who disliked to play ball when facing handicaps, for in addition to the two weeks' pay they could take their Preferred stock and a part of their deferred salary. The serious trend of the meeting was temporarily relieved by a relevant story by Howard. The committee's report that the two weeks' salary paid to people leaving our employ be not changed at this time was accepted.

The fourth part of the recommendation dealing with the absorption of trustees stock down to 51 per cent., which if applied to the deficit would make available about $21,000, was dealt with. Mr. Hapgood made clear that such a proceedure would not put more money in our pocket but would help to write out an impairment and place the individual stockholder in a better position, and decrease the trustees' holdings. Hugh asked what would be the orthodox bankers reaction to this proceedure to which Mr. Hapgood replied that he probably would approve as it would not weaken our financial structure and would improve the books.

It was duly passed that we accept this part of the committee's recommendation.

We considered the report of the Needs Committee which constituted the second part of the Expense Committee's recommendation.

Arlie reviewed each case, already read in the afternoon meeting, and we considered them separately.

Jack Evans is now paid on the basis of $15 special needs allowance, of which $10 were granted to provide a nurse to take care of John and $5 for other special needs. The committee recommended the cancelling of the $10 allowance since the need for which it was granted no longer exists. Howard asked if it would not be better to hold consultation with the individual when withdrawing the needs allowance as we do when it is granted. The question was also asked about the probable effect on Mrs. Evans but investigation had been made by the committee and a maid is no longer kept either to care for John or the home. As soon as Jack returns to the plant the other $5 allowance is to be discussed with him. This recommendation was accepted.

Ted Probst's case was next discussed. It was reported that Ted has recently expressed the feeling that he would be happier if his income was reduced somewhat, placing him more on equal terms with the other salesmen. Ted provides for his mother and maintains a home so the committee recommended that he be paid the same as a married man with no children, or on the original basis of $33 per week. Ted was commended for asking that this change be made. The recommendation was duly accepted.

The committee agreed that the needs allowance of Al Heist be decreased from $8 to $5, thus making his needs allowance equal to Jack's. Hugh said he would feel more comfortable if we had more light on this particular case as we do not know if the special reason for which this allowance was granted still exists. There was more approval of waiting until Mr. Heist can be interviewed so that course is to be followed.

Susella Faulk had been called into the Needs Committee meeting and asked many questions about her husband. Several members of the committee objected to her attitude while being questioned. She gave a list of her expenses and in view of these the committee did not feel that her allowance could be reduced. The committee felt that if her husband can get out of prison it is his duty to care for his children and not that of the employes of the Columbia Conserve Co. The committee recommended that we get information from the Judge at Bloomfield where he was sentenced as to whether he will be released from prison soon. It was formally approved that we turn the matter over to our personnel director who will present a report to Council as soon as possible.

There was no change proposed in the cases of Emma Nutter and Chloe MeHarry as both have dependents to care for.

F. A. Pohl was called before the committee and questioned but in view of the information obtained no change was recommended at present but his case is to be rediscussed in six or eight months when certain expenses will be taken care of.

No recommendation was made in the case of Norman Eickhoff as he was away and could not be called into the meeting and the committee did not wish to change his allowance without first talking with him.

Council's action was necessary in the case of Wilma Bolser as her salary was set by Council so she has never come under the Needs Committee. It was moved, seconded and passed that the Needs Committee review the case of Wilma Bolser.

Walter Mullen asked that the two people on the Salary Adjustment Committee, not members of the Expense Committee, be added to that committee. Consent was given that that be done.

The committee of leaders to cover the problem of vacations reported through their chairman, Leo Zike. They recommended that we limit vacations to two weeks, at the present time, and that department leaders arrange vacations for their departments up until June 30th. Chloe added that if some of us get vacations now and some do not we will just have to be good sports about it. The recommendation carried.

Meeting adjourned at 8:35 P. M.

Participants were: Arlie Myers, Vieb Postma, Maude Malcolm, Dorothea Nord Holt, Baxton White, Chloe MeHarry, Eula Toon, Wm. P. Hapgood, Gertrude Roberts, W. H. Hines, Homer Shelley, Russell Easley, Hugh Bogardus, Milburn Forth, Kenneth Lucas, Lucille Burkhart, Josie Baker, Wm. Kalscheuer, Glenn Lipferd, C. E. Franz, Kenneth Smith, Ollie Chambers, Leo Zike, Albert Hines, Dick Plummer, John Passwaiter, Howard Herner, Walter Mullen, Basil Covert.

C. C. Meeting, April 26

Chairman, C. W. Knapp.

Mr. Hapgood prefaced the meeting by alluding to his criticism of Frank Baldwin made in Friday night's meeting, followed by his request that Frank be removed from the Sales Department, which subsequently led to his being released from our employ. When Frank returned to the plant Monday Mr. Hapgood had a free and intimate talk with him, in which Frank was told of the criticisms made of him. Mr. Hapgood was impressed with Frank's straightforwardness, truthfulness and apparent willingness to admit certain mistakes he had made. These things as well as Frank's intelligence and certain qualifications that make him valuable as a salesman, caused Mr. Hapgood to feel it well to give him another chance. He stated his willingness to be responsible for his direction in the Sales Department. This change of opinion was based entirely upon the realization on Frank's part of some of his errors and his likelihood of changing. He can be made a valuable instrument in the Sales Department.

Frank had not asked for reinstatement, neither had there been any pressure brought to bear upon Mr. Hapgood, other than the way Frank behaved in the interview, that caused him to change his mind.

Homer had talked with Mr. Hapgood and also with Frank and was willing to support his reinstatement. He also was impressed with Frank's honesty and sincere desire to stage a comeback and show the people that he could do the things expected of him.

Ken Lucas thought Frank realized that we had had insufficient information to draw the conclusions we drew Friday night. He moved that Frank be reinstated.

Mr. Hapgood said that confusion in the minds of both Powers and Frank had been responsible for the pork and bean mistake. Frank is on wages; Mr. Hapgood, as his superior officer, would feel better if he were on the same status as the other salesmen. He suggested that we consider Frank for salary. It was asked if we could do so because of our new health probation ruling.

Cornell Hewson said he had not worked in a crew with Baldwin hence his information came from others who had. There is a high regard for work that he has done. Leo had labeled him a worthwhile man, so from these reports and the fact that we need men of experience, Hewson favored his reinstatement. Powers had recently spoke well of both Frank and Ted.

Bert wondered if this would change Frank's egotistical attitude. Mr. Hapgood thought Frank would profit by this experience. He intended to tell him of his weak points, as he does the other salesmen, in the hope that he would correct them.

The motion that Frank Baldwin be reinstated for work in the Sales Department was passed.

Homer re-read the report of the Expense Investigation Committee. Ken Lucas reviewed the Health Committee's report which the former committee recommended that we approve. The recommendation was that we discontinue health protection for all dependents except those who ask for it through the Needs Committee, until our financial condition improves. While the committee did not like to discontinue this part of the program they felt that it was the wisest step to take under the present conditions.

Arlie thought that the recommendation for protection should come from the Health Committee to the Needs Committee who would be in a much more favorable position to know the conditions and judge the need of the individual for health protection.

Hewson asked if provision would be made for those persons now receiving special care of any kind that should be continued. Howard replied that there was nothing in the ruling to prevent them but their request will have to go through the regular procedure.

Mr. Hapgood said we were not taking a step that would jeopardize the health of any individual, but as he understood it, the plan was for the purpose of: 1. Placing upon each individual the responsibility of caring for his own dependents insofar as he was able to do so; 2. To avoid abuse. Probably the latter is the stronger reason. He expressed accord with any step that would avoid abuse, and under the present conditions, to reduce expense if by doing so we do not jeopardize the health of any dependent.

Miss Franz reported that Dr. Leer said it would cost very little to keep the children's teeth in good condition with the low rates he could give them.

Dr. Burckhardt said the committee had discussed the matter quite thoroughly and were unanimous in the opinion that this was the wise course to follow. Ken Lucas or Miss Franz could be approached by those who need advice or help with medical care. All the dependents are in good condition so should not need much care. Dependents are welcome to the dispensary service at the plant. He also invited those who wished advice to come to his office or call him by telephone for advice. He explained that expert advice could be had by any employe for his family through our medical staff at a more reasonable figure than he could get elsewhere.

Homer clarified the position of our medical staff; they are all available through the Needs Committee; they will treat the dependents on the same basis as usual with the exception that the employe pays for the service instead of the Company.

The recommendation was accepted.

The second part of the Expense Investigation Committee's report recommended that salesmen and demonstrators be placed on an itemized expense account. Also that labels used in cutting be sent in with the weekly expense book. The latter is for information and a possible reduction in cutting expense.

Mr. Hapgood asked how much the annoyance caused by this request would detract from the work done with the retailer.

Hewson said each label would have to be marked with the cost if the report must be accurate as there is much variation in price. He did not see the value to the office and did see how it would cause confusion sometimes.

It would show the effort put behind some varieties and how fully some men cut from which they might deduce how much cutting is necessary. In the information the committee was able to get there was wide variation.

Mr. Hapgood said if this is being done to

check the accuracy of salesman's reports he could as well pad some other expenditure if he is on an itemized account. He saw no reason for it.

On the question of an itemized account of expenses Hewson said he had not changed his opinion since last fall and still opposed it. Mr. Hapgood neither had changed his opinion and still favored it. He did not agree with Hewson that it would cause criticism of some because of their expenditures. He believed that whatever expenditures were they should be put down, be it pants or a hat. If because of isolation a salesman felt that he should see a show at Company expense he should put it down as a show.

Frank thought that over a period of time the account would about even up with the per diem allowance.

Homer believed that on the reduced income the salesman should be taken care of when his expenses run over and the Company should have the advantage when it ran below.

No decision was reached and the meeting adjourned at 5:30.

Participants were: Wm P. Hapgood, Homer Shelley, Kenneth Lucas, Chloe MeHarry, Walter Mullen, Cornell Hewson, Milburn Forth, Albert Hines, Howard Herner, Arlie Myers, C. E. Franz, Dr. Burckhardt, Kenneth Smith, Mildred Whicker, Frank Baldwin.

C. C. Meeting, Friday, April 29

Chairman, Lawrence Roberts.

The reading of the minutes of the previous meeting was dispensed with, as the regular secretary was absent from Council doing demonstration work.

The Expense Committee, through its chairman, Homer Shelley, gave its report as follows: That all salesmen and demonstrators be placed on an itemized expense account; also that labels from cans used in cutting be sent in with the weekly expense book.

There were many reasons advanced for the support of this recommendation. Chloe wanted to know why the committee felt that the individual should be allowed to decide what should and what should not be included in expenses. Homer replied that so long as a salesman's conscience is clear as to what he includes in his expense book, we should accept it.

Chloe moved that we accept the recommendation of the Expense Committee.

Dan Donovan, a salesman, reminded the Council that some time ago we had a similar discussion about placing the salesmen on an itemized expense allowance, and, at that time the salesmen were against that practice. He, for one, would rather, if necessary to do so, take a cut in the per diem allowance than be subjected to an itemized account. Dan felt this practice would tend to create a caste system between the salesmen and the workers in the plant. Another argument set forth by Dan was that at times, an itemized account might increase rather than decrease expense. The members of the St. Louis crew, Leo Tearney, Isaac Davies, Dick Plummer, Claude Pennington and George Alexander had authorized Dan to express these as their views.

Homer wished us to consider if we should pay the single salesmen a lower allowance than the married men who maintain a home. Dan objected to penalizing the unmarried men. Arlie agreed with Dan's point of view, adding that a single man makes as many or more sacrifices on the road as do the married salesmen.

To a question by Arlie, Dan replied that he believed it would be possible to go on a lower allowance, but thought it would be hard to keep under the proposed $4.00; he felt it could be done if necessary. Dan again plead for a cut in the per diem allowance, if a cut was necessary, and not an itemized account system.

Dick Plummer wanted this matter held in abeyance until more expression of opinion could be obtained from the salesmen.

Homer said that he was not as yet convinced that itemized accounts would not cut down expenses for the Columbia. He cited the case of Red Knapp who was permitted to remain on the road until he repaid a debt that he owed, then he discontinued sales work. This, Homer felt, was a clear indication that salesmen can save and that the allowance they now receive is too liberal.

Hugh had, during other discussions of this matter, favored the per diem allowance, but has since changed his mind. He felt that a per diem allowance penalizes those whose expenses are heavier, such as Leo Tearney, who travels a great deal.

Chloe suggested that this whole matter be returned to the committee for reconsideration.

Arlie wished the secretary of the committee to be instructed to write each salesman asking his opinion on this expense system.

Chloe favored cutting the per diem allowance if salesmen are, as many have suggested, able to save for themselves. If there is a saving it should be returned to the Company. Hugh stated that the itemized account is much nearer to payment on the basis of needs which we try to follow here, than the per diem allowance.

It was moved by Ken Lucas and seconded by Basil Covert that the itemized expense accounts to which Dick Plummer had referred to as having been kept for several months, be turned over to the committee for review and that the recommendation be based upon actual expenses as listed in these reports.

Dick asked that each salesman be asked to keep an itemized account for next week and try this system out.

Chloe's motion that this matter be returned to the committee for further consideration was carried.

The recommendation regarding the labels from cans used in cutting samples was next discussed.

Dan favored this part of the recommendation and since there was no opposition it was carried unanimously.

After a few statements by Homer concerning the high luncheon expenses of some of our salesmen, it was explained by Frank Baldwin that at a meeting in Springfield, it was decided by our Eastern crew that our salesmen should pay for the jobber's salesman's lunch when working with him. Homer was in ignorance of this decision and asked that in the future any decisions made in a small group, such as met in Springfield, be sent in to the plant for our information.

The chairman presented the recommendation that Frank Baldwin be placed on salary for work in the Sales Department. There was much discussion on this case. Dan moved that Frank be placed on salary for work in the Sales Department. If he fails in that department we are not obligated to take him into the plant. Miss Franz reminded Council that if Frank was admitted for salary, he would come under the ruling of the Health Committee which would necessitate his serving on wages for a period of one year before he would become a regular member of the group. This probation period is for the purpose of giving our doctors a chance to check on the incoming individual's health. Dan wished to make an exception in Frank's case as he has been with us more than a year. There was much opposition to breaking the ruling but not to Frank as an individual. Dan felt that Frank's effectiveness would be greatly increased if he were a regular salary member. Eula Toon, Miss Franz and Homer expressed themselves in favor of abiding by the ruling of the Health Committee.

Hugh moved that we put Frank Baldwin on salary for work in the Sales Department, subject to the ruling of the Health Committee. Ken Lucas seconded this motion and it was carried with three opposed.

For the benefit of our visitors, Arlie asked that the chairman of the Health Committee review the reasons this ruling was put into effect. Ken Lucas stated that this ruling was accepted to safeguard ourselves against persons being placed on salary who might become a decided liability to us.

The chairman criticized members of Council who were prone to "talk loosely" outside or inside of the plant, spreading false rumors about our financial conditions. We have, the chairman stated, ample assets to care for all of our liabilities and such talk should be reduced to a minimum.

Dean Olts, of Anderson College, expressed appreciation for the opportunity of being allowed to sit in at a meeting of our Council and commented upon the manner in which we "talk it over," stating that an exchange of ideas such as participated in at this meeting was always educational to both those participating and those "listening in." Mr. Phelps, of Anderson, expressed a deep interest in our experiment and wished us success in confronting the problems which face us.

The meeting adjourned at 8:45.

Those participating in the discussions were: Arlie Myers, Homer Shelley, Chloe MeHarry, Dan Donovan, Richard Plummer, Frank Baldwin, W. H. Hines, Walter Mullen, H. E. Bogardus, Kenneth Lucas, Baxton White, William Kalscheuer, Mildred Whicker, Kenneth Smith and Miss Franz.

C. C. Meeting, Friday, May 6

Chairman, Lawrence Roberts.

The meeting was opened with a report from the Needs Committee, given by Arlie Myers. As the case of Jack Evans had been acted upon in his absence and without being able to consult with him, it was his privilege to appear before the committee and present his case. Jack did so last week, resulting in this report from the Needs Committee: "After some discussion the committee unanimously agreed to the following suggestion for Council's decision—that we buy back $188.00 worth of stock which Jack owns in the company which will pay off his car and will leave about $10.00 to be applied to his Credit Union debt; then the Credit Union will reduce his payments to them from $4.00 a week to $3.00 a week, thus reducing Jack's expenditures for car and Credit Union from $9.50 to $3.00 a week, which will leave him $22.60 net income."

The committee called Dr. Burckhardt into the meeting and obtained his opinion about Marion Evans' health before this recommendation was made to the Council.

"The committee agreed to present these things, the suggestion about stock purchase, the condition of Marion's health as Dr. Burckhardt reported it, and, if necessary, certain figures as were expended on Jack, Marion and John, since they have been with us."

The action previously taken was to remove the $10.00 special needs allowance granted the Evans to provide assistance to care for John and the home while Marion was ill. Dr. Burckhardt agreed with the committee and will explain the committee's reasoning to Marion. Arlie said that this was not being done to step down on Jack, but there has been a feeling for a long time that this allowance should be withdrawn. He still draws $5.00 special needs which have not been touched.

Albert Hines asked if Jack would be on the road for some time, to which Arlie replied that Jack had implied that if his income were reduced he might have to remain in the city and assist with duties at home. There were several questions about Jack's feeling in the matter and the probable reflection on Marion's health. The committee's suggestion was made as a way out, but if Jack does not wish to sell his stock, he may adjust his financial diffi-

culties as he wishes. In the doctor's opinion, Marion is able to do her household duties. He intends to keep close check on her condition and thinks meeting this situation may be beneficial to her.

Howard said it seemed like the committee had investigated thoroughly and we should follow their recommendation. The Evans can always come before the Needs Committee with facts and we will not let them suffer. Arlie remarked that half the cases are worked out by the committee suggesting ways of meeting the situation. The committee was agreed that the Evans were not expert in handling money and making the most of it.

Kenneth Lucas moved that we accept the committee's recommendation in the case of Jack Evans. This motion was seconded and passed. The committee expects Jack to help work out from under his own burdens. The realization that Marion is not robust caused them to suggest that we purchase the stock that their financial situation might be easier in this particular situation in which we are all having to make adjustments.

Arlie asked that every individual whose salary is changed be notified by letter to that effect.

The following letter from Mr. Hapgood, under date of May 5th, was read to the Council.

"As I cannot be present at the meeting Friday night, and as it is possible that I may not be present a week from Friday, I wish to make some suggestions in writing about the handling of Council minutes.

"I think there is no more important piece of work in our entire organization than a clear and comprehensive record of Council decisions and the discussions which lead up to these decisions. I realize how difficult this work is, and on this account I think no expense should be spared in order to accomplish the proper results.

"I understand there is already a committee which reviews the records made by the secretary of Council. I am forced to criticize that committee because of the recent records of discussions in Council at which I have been present. I know if I had not participated in those discussions, I should not have been able to tell from the records what had led up to some of the decisions. Also from time to time there are irrelevant references in the minutes such as the secretary's reference to my irritation at a question asked by Hugh Bogardus. It is not the duty of the secretary to record emotions, if any, of any participant in Council discussions. In this incident it happens that I was not irritated, but I did consider and still consider the question asked by Hugh Bogardus as irrelevant, but when the chair overruled me I remained quiet and let the discussion continue with what results you all know.

"I think the committee needs one or more additions to its membership, and I suggest that Dorothea Nord Holt be one. No one in my opinion in this entire organization is as competent a reporter as she, and every very difficult piece of work which the Columbia deals with should choose the best possible talent, although it is probably wise to have usually associated with the best talent for the particular problem some inexperienced people as well. Whether that is a good plan or not, however, depends upon the nature of the work. If it is a special piece of work following the completion of which the committee no longer functions, and if in addition it is a difficult piece of work, then it seems to me we ought not to use such work as a class room.

"In addition to adding to the personnel of the present committee, I think that that committee should review the secretary's notes; in fact I think each one who is present should take his or her own notes so that such notes can be used as guides along with the secretary's notes before the next Council meeting, and that at that meeting the minutes as reviewed and corrected by the committee be reviewed and corrected by Council.

"I know that objection was made to the practice in the past because of the time and expense involved, but as I said in the beginning, I think we should spare no expense to get all the decisions of Council and the arguments leading up to them so clear that anyone, no matter how little he may know about the business, can understand these minutes. I believe some of the difficulties we are now experiencing with salesmen, I mean some of the criticisms such as Powers and others make of decisions of Council, may be to a very considerable degree caused by the lack of clearness of the minutes."

Kenneth Lucas remarked that a few weeks ago Mr. Hapgood had expressed approval of the way minutes were handled.

Several people expressed the idea that the people who have disagreed with the decisions made did so not from a lack of clarity in the minutes or because they do not understand what has been Council's reasoning, but because they would not have been any more in accord had they been present, only in so far as they might have influenced the discussion and perhaps the decision.

It was suggested the Committee on Committees adjust the Minutes Committee. Walter Mullen said that committee does not establish the size of committees. First we have to declare the Minutes Committee does not function. Just because we criticize any committee is no reason it has to be changed.

Basil Covert said it will soon be time to go over all committees again.

Homer thought we would have to be sure there was something wrong with the present Minutes Committee before we have it changed.

It was moved, seconded and passed that this matter be turned to the Minutes Committee for consideration and that they report next week.

A report from the Cost Department was asked for, but as the March figures have become somewhat stale now it was decided to present them along the April figures, which will be ready soon.

Homer presented the following report from the Expense Committee: That all persons traveling for the Columbia Conserve Company be placed on an itemized expense account for a trial period of *indefinite time*. The committee's reason is the same as it was last week.

The secretary asked if the letters requesting the salesmen's opinions on the itemized accounts had been sent, to which Homer replied that the suggestion had not been acted upon.

Henry Rippe agreed with the committee's recommendation. George Gregory asked Hugh if he agreed, to which Hugh replied that he thought it only fair to pay on a needs basis. He had opposed it some months ago because he felt it too much trouble to keep, but conditions have changed and now he thinks it better for all concerned. Men who travel more will have higher expenses because they do not have the advantage of rates and other savings realized from being in one market for some time. Hugh continued that the chief objection made last week was the danger of criticism because of what some salesmen will turn in as expenses and the building up of a caste system within the department. Even if this happens it will not be as bad within the department, in Hugh's opinion, as for it to happen between the members of the Sales Department and the people in the plant. Few salesmen have definite information about the distribution of their expenditures, and letters from them would for the most part be only matters of opinion. It is very hard to get information of any kind from salesmen in the way of reports, but these will not equal the intricate record some companies require that take their men all day Saturday to prepare.

Miss Franz said that heretofore when salesmen were on itemized accounts it was very seldom that we had to criticize them.

Milburn asked if Dan had not suggested that we consider a lower per diem allowance if a saving were necessary.

Dorothea said we were considering the itemized account system on two scores—some possible saving and getting in line with the general practice of payment according to need.

Howard said that was the idea, a matter of principle, he had been trying for.

Homer said that for a period of two or three months we may expect expenses to be as high or higher because the salesmen are opposed to this system, but we will get the information. Our selling expense should be analyzed very carefully.

Howard said that for some time some of our single salesmen have thought that they should be on a lower per diem than the married men, but hesitated to suggest it.

William Kalschauer moved and John Passwaiter seconded that we accept this recommendation. The motion was carried.

Milburn registered his opposition and favored a lower per diem allowance.

The secretary of Council was instructed to write a letter to each person traveling for the company, informing them that beginning Monday, May 16th, they will be on an itemized expense account for a trial period of *indefinite time*.

Arlie was asked from the chair to present his idea of a pension plan. He replied that he had no plan in mind, but did feel that we were entirely too liberal. A pension is ideal, but we are not in a position to carry too large a burden. He thought one should put in ten years of service to be entitled to pensioning. We are taking a long chance when we say we will pension everyone. There was little discussion, as the problem seemed too big to attack offhand. Miss Franz said only two of the people now on our pension list have served ten years. The problem was turned to the Group Insurance Investigation Committee.

We next attended a question hanging fire for several weeks—what effect on the marriage differential would additional income derived from renting rooms and kindred enterprises have.

Kenneth Lucas believed we should not interfere with any additional income so long as it does not interfere with the individual's work here. Miss Franz agreed that under the present conditions we should not object to anyone taking in a roomer or making temporary living adjustments. Walter said it might save some from having to come to the Needs Committee.

Homer could see no difference in principle in this and the wife working. We are supposed to care for needs, and when an individual goes on the outside he is taking income away from someone else. Dorothea said the original ruling covering wives' income was based on the double income idea. Dutch Pohl said he had been asked when he was placed on salary to discontinue his work on the outside and did so. Several expressed approval of allowing additional income as long as it did not necessitate the wife going from home every day to work.

Homer said conditions might have changed, but we should remember when we sat in Council and voted that in times of stress we would strain every effort to bring additional income to the company for equalization. If we could earn more on the outside, we would return it to the company and draw only our salary here, and if we were able to earn less, the company would make up the difference.

Arlie contended that we should not go into outside income. Bert retorted that the Needs Committee goes into outside income. He dis-

agreed with trying to dodge the issue of a principle. Walter Mullen said we were in agreement with the marriage differential ruling when it was established. We as a group are taking something away from ourselves in the way of income. We should not question outside income until it exceeds our original $33.00 a week.

Homer felt that anything as important as this should have a good open discussion of the whole problem. We should review some of the reasons for putting in this system; some who were opposed may have changed their minds. Then there are outstanding examples where this system has worked against us. Howard asked how about putting people on their conscience. Homer believed that Howard's suggestion might have merit. We place a large group with different desires and ideas on the same basis of income, then when they get into difficulty they must come to the Needs Committee for assistance.

It was moved, seconded and passed that if an employe wishes to rent a room or make adjustment whereby he can more comfortably meet the situation until we are on our usual income, we should not interfere.

Among our guests were Professor Beittel, Dr. Wildman and a group of students from Earlham College. Professor Beittel made a few remarks and expressed the appreciation of the group for being allowed to be present in our meeting.

Meeting was adjourned at the regular time.

Participants were: Arlie Myers, Albert Hines, Walter Mullen, Ardath White, Marion Bogardus, Henry Rippe, John Passwaiter, Miss Franz, Leo Zike, Dorothea Nord Holt, Chloe MeHarry, Howard Herner, Basil Covert, George Gregory, Homer Shelley, Milburn Forth, F. A. Pohl and William Kalscheuer.

C. C. Meeting, Friday, May 13

Chairman, Lawrence Roberts.

A summary of the minutes of the meeting of May 6th were read by the secretary.

A letter was presented from the American Association for Labor Legislation, action upon which was postponed until after Monday's meeting.

Glenn Lipferd presented the resignation of Carl Durrett. Carl plans to continue his interest in the study of radio. Kenneth Lucas moved and Albert Hines seconded that we accept Carl's resignation as of tonight, May 13th. The motion was carried.

From this motion arose the question of whether or not Carl would be paid for vacation period. There were several phases of the situation expressed in that it would have been possible for Carl or another to have taken his vacation and then resigned, also that our vacation is granted for the purpose of fortifying us for the busy season. Conditions are so abnormal this year and our vacation period so unsettled that the result was a motion by Kenneth Lucas that until our next vacation period, 1933, we not pay any vacation to persons resigning. It has not been customary to pay vacation to persons resigning, but as there was an opinion held by some that we have done so at times, it seemed well to be on record as to the practice we intend to follow. As a motion was not needed, Kenneth changed his motion to a suggestion.

The Minutes Committee, which had considered the suggestion about the handling of Council Minutes made by Mr. Hapgood in his letter to the Council last week, made the following report:

The following members of the Minutes Committee met: Opal Hassenzahl, Glenn Lipferd, Kenneth Lucas and Ardath White. Dorothea was called into the meeting and asked to present her solution of the situation, which coincided with what the committee had already discussed.

The committee suggests that a group composed of Dorothea, the chairman of Council and the secretary, or at least two of this number, meet early Monday morning and reconsider the Council meeting to check and clarify impressions and trends of thought leading to the decisions. The secretary will then write her report, which will be checked by the Minutes Committee.

We also recommend that Dorothea be added to the present Minutes Committee, so that we may profit by her experience in reporting Council proceedings.

Mr. Hapgood, being present, said he had given the matter much more thought since he had made suggestion by letter. He asked that we look upon the secretaryship of the Council as a permanent piece of work as we do the leadership of the production of Sales Department. In his opinion there is no more important piece of work in the entire organization. We heretofore have looked upon the chairmanship and secretaryship as places to train people. We would not think of rotating other key positions. The secretaryship requires the maximum of reportorial skill and a keen understanding of the problems involved, so it behooves us to choose carefully the best talent we possess, although it would be well to have an assistant in training. The art of describing the course of discussion is extremely difficult to acquire; one must follow the thought and restate briefly and correctly, producing a clear-cut analysis. One person should do the reporting, the results to be subject to the criticisms of the Council and not to a committee that is not well trained.

Miss Franz agreed with Mr. Hapgood that Dorothea and Jack Evans were the best qualified people for the job. Since Jack is absent, she moved that Dorothea be made permanent secretary to the Council.

Arlie Myers said that at present Dorothea stays at the plant until very late hours, so some arrangement would have to be made to relieve her of some of her other work if she is to be secretary.

Kenneth Lucas told Council that the committee had agreed in this morning's meeting to the very thing Mr. Hapgood had later suggested. He seconded Miss Franz's motion.

Upon being asked if he had not a few weeks ago expressed pleasure with the way minutes are now handled, Mr. Hapgood replied that they had been better and again he thought they were worse.

Milburn Forth suggested that we may have been sacrificing clarity for brevity and asked if it were not possible that we have been restricting the secretary too much.

Mr. Hapgood thought the minutes were long enough, but it takes unusual skill to state them clearly and briefly. Several people commented on the length of the minutes when Jack and Dorothea were secretaries, but Dorothea recalled that Council had asked that everything be put down. Several plans have been tried, but neither brevity or length seem to suit. It was at salesmen's requests that names are included in minutes.

Powers felt the secretaryship should be a permanent position and is important, but he had not decided as to whom is best qualified for the position. Hugh agreed with several others that Dorothea is probably the best resident person to write minutes, but she has one difficulty of being free from bias when personalities are concerned.

Mr. Hapgood agreed that Dorothea has strong likes and dislikes, but he did not believe it shows in her reportorial work.

Relative to the importance of minutes, Mr. Hapgood alluded to changes considered by THE CAULDRON Committee. He felt our friends on the outside would dispense with everything else if they could get clearly and concisely reported minutes. Personally he was not interested in who says a thing only in rare cases when someone wants a definite position recorded. Powers added that there are times when it increases clarity a great deal to know who says something, as a technician's opinion on some subjects has more weight, and on a social question one might have more respect for the opinion of another.

There was a prevalent agreement that the secretaryship was a very strategic position and the minutes of paramount importance, but there was some feeling that the present secretary has not had sufficient time to develop and has been hampered in her training by being in a position slightly different from that occupied by any other secretary. She has been "on the spot" all of the time.

Mr. Hapgood had no objection to allowing the present secretary to develop, but saw no reason why we should not approach the problem from the point of who is most fitted now and not who may become most fitted.

It was recommended that the present secretary become proficient in shorthand as well as typing, which would not only facilitate minute taking, but would be of valuable assistance in the office since we are short of trained people who can take dictation. Miss Franz said although Ardath has been of considerable assistance in the office and has developed some skill in typing by which she can get out the Council work, she will have to have training before she is as good as Dorothea at reporting Council proceedings.

There was much difference of opinion as to the value of having Council minutes read to the Council, a practice discontinued because of the time and repetition involved.

In the light of all of the discussion, Miss Franz's motion that Dorothea be made permanent secretary was voted on and lost.

Powers moved and Arlie seconded that the present secretary remain in office for a trial period of four weeks, during which time she not check minutes with a committee, but that they be read to the Council. This automatically disbanded the present Minutes Committee. The motion was carried with Kenneth Smith opposed.

Since a meeting had been arranged for Monday, at which time Dr. Burckhardt could not be present, preference on the agenda was given to Powers' objection to a recent change in the administration of the services of our health program to dependents of our employes. Powers presented his objection from the position of one who represents us in our publicity program. Whatever saving may be effected by the removal of automatic health protection from dependents of our employes may be more than offset by the damage we may do to our social program. Although the new arrangement whereby an individual comes before the Needs Committee to secure health protection for his dependents may save a little expense, it necessitates a change in our publicity. Even the new pamphlets in which a change in our salary rate has been corrected are already out of date. He did not feel like passing out such literature without it bore an imprint explaining that changes have been made.

Howard reminded him that some dependents have always been excluded. Powers felt that we might have made some economical adjustments within the Health Department such as more rigid control by the committee and our doctors, and still have preserved automatic care of dependents.

Mr. Hapgood pointed out the only change we will have to make is the word "complete" as it applies to our health protection, to make our publicity correct. He expressed accord with Powers' position, but not in the matter of dotting i's and crossing t's in publicity. He preferred not to be so formal and meticulous, for as long as his spirit seemed to be right, even though he sometimes result in inaccuracies, he did not mind being challenged. A rubber stamp would correct the pamphlets, but

labels would be more difficult. We will always have to understate our case on labels if we are to remain correct, as they are ordered in large quantities to be used over a period of time, then when they get to the retailer we have no assurance of how long they will remain there.

Dr. Burckhardt explained again for Powers' benefit the reasoning of the Health Committee, already explained to the Council. It was unfortunate that everyone could not have been present in the committee when they reached their decision. It is unlikely that many cases will appear before the Needs Committee. Miss Franz or Kenneth will first be approached, and if necessary the Health Committee will be consulted, but it is anticipated that not one in ten will ever go to the Needs Committee. In most cases the expense will be very trivial and few expenses will be met by the individual employe. The modification of the old system is so slight as to be negligible. We assume that anyone needing assistance in the care of his dependents will apply for it. One who is reluctant to state his needs is not in agreement with this basis of payment. The doctor said that whenever it is necessary to take a step back, we have to do so, catch our breath and see how we can turn that step to advantage. As soon as conditions are better we will go ahead with or even beyond what we have been doing.

Powers felt we had taken an unnecessary step backward in this instance. He referred to people who are here because they see us as an important experiment of which assured employment, pension, health protection and our salary scale are vital factors. Personally he would rather reduce salaries until we could not have automobiles than to take anything away from the other three. He cited the case of two of the strongest proponents of salary reduction whom he felt were now being penalized by the health ruling. Upon questioning, one of these was a case of teeth straightening which has never been paid for by the company for anyone. There was a feeling by the Council that these people should have investigated and asked for assistance before criticizing the action of the committee.

Mr. Hapgood asked that we find out the amount of saving being effected and then judge if it is worth the modification of our publicity. We do have expert medical care available; we need not say complete. If an employe's dependent needs it he can get it, but if he can care for his own in this particular situation, we shall ask him to do so. It is the spirit rather than the letter of our attitude.

Kenneth Lucas reported the new arrangement working smoothly. Dr. Canaday not only desires to care for dependents who will come to the plant at noon, but has reduced the rate of his daily call here. Dr. Burckhardt has also expressed his willingness to care for the dependents at his office. Last week Dr. Canaday treated seven wives and nine children here with no cost to the employes. If a serious difficulty arises, Council will be informed of it.

That the new plan was causing wives to cooperate in this situation was approved by Mr. Hapgood, as heretofore many wives did not understand and co-operate. They will get more satisfaction out of playing the game with us. The greatest satisfaction in life is in playing the game with someone or a group. It is a matter of the clearest recording of proceedings that will cause less of agony among those who are absent from us. However, when they can't get the finer shades of meaning from the written report, they should come here to explode.

Powers replied that it was not from a lack of clarity that he wrote in. He felt there was more reason for one who is absent to ask for a reconsideration than for one here to reopen a discussion about which he was not satisfied. He reported feeling better about what he termed the "chiseling of the health program." Dependents probably will be fairly well taken care of, but he was not willing to recant his position.

Meeting adjourned at 8:35 P. M.

Participants were: Wm. P. Hapgood, Powers Hapgood, Homer Shelley, Arlie Myers, Glenn Lipferd, Walter Mullen, W. H. Hines, Kenneth Lucas, C. E. Franz, Hugh Bogardus, Milburn Forth, Howard Herner, Mildred Whicker and George Gregory.

Special C. C. Meeting, Monday, May 16, 7:30 A. M.

Chairman, Kenneth Lucas.

It was suggested that someone relieve the chairman, as Lawrence Roberts is now doing night duty as watchman. He had worked the night before and would have to work the following night. This promised to be a long and important meeting, so Kenneth Lucas was selected to relieve him.

Letters and wires were read from our sales crews protesting the itemized expense accounts imposed by recent Council action. They asked that it be held in abeyance until they, whom it mostly concerned, could be present.

Mr. Hapgood asked if there were now enough salesmen present for those who were absent to feel they were represented.

John Brophy replied that those present could speak for themselves, but he did not feel that he could speak for anyone else. The final decision should be in a meeting at which most of the salesmen were present. He hoped we would have a full and free discussion, but believed those absent would not want us to make final decision without them.

Since the salesmen have so little contact with the group, Leo Tearney thought we should have a discussion in which the salesmen present could participate even though we were not able to reach a decision. There

seemed to be a feeling entertained by some people in the plant that salesmen have some advantage over them and at the same time those people would not be willing to exchange places with the salesmen and make the sacrifices made by those who travel.

Powers saw no use discussing the problem if there was no hope of arriving at a decision.

Mr. Hapgood hardly believed that those salesmen not present would have many facts to present that could not be presented by those present in the meeting. Those absent have lots of confidence in those salesmen who were present in the meeting. It probably would be the end of next month or later before a larger or more representative group of salesmen would be in the plant.

In event we could reach a decision, John said he would use all of his powers of persuasion to convince the other salesmen of the reasoning involved in reaching such decision. The difference of opinion might be imaginary, so he thought we should have a discussion with the aim of reaching a decision if possible.

Powers suggested that should we reach a decision by a close vote, we allow the absentee salesmen to register their vote by mail.

Because of the time and trouble of getting even inadequate information of the progress of thought involved to the salesmen on the road and their return ballots, Mr. Hapgood suggested that those present register a vote for their fellow salesmen. In democracy, which is what we all want, it is essential that each side be ably presented.

We believed we might assume what the case of the salesmen would be when the salesmen present disclosed the facts at their command It was reasonable to believe that those absent would have practically the same reasons for their objections. Mr. Hapgood suggested that in the event of unanimity of opinion of those salesmen present and the Council, it probably would be well to allow those absent to decide for themselves as individuals whether they wished to conform to our decision in the question of an itemized account of traveling expenses or whether they continue on the per diem allowance until they individually were convinced. He believed this problem was not so vital for the purpose of saving money as it was as to whether or not the salesmen fit into the general picture here of the payment on the basis of need.

Homer Shelley reviewed the reasoning of the committee from which they recommended an itemized account for salesmen's expenses as has already been covered in Council minutes.

John asked if the committee had listed items they considered legitimate to include in salesmen's expense accounts. Homer replied that they had placed no limit on the amount and had left the items to the discretion of the individual. It was pointed out that there were three ex-salesmen on the committee which formulated this recommendation. Leo referred to Homer's statement that we might expect expenses to be higher under the itemized system at the start. Homer explained the reasoning of the committee as a hope of bringing to the salesmen a realization of the position we are in. At first expenses might not decrease, but it might become a sporting proposition to see how small an allowance each could get along on. The committee naturally expected there would have to be a period of adjustment. If one individual was entirely out of reason in his expense and remained so, he would be liable to have the fact called to his attention.

Powers reported that the fact that there were ex-salesmen on the committee had been in itself a source of irritation, especially those who a short time ago were on the road and then favored a per diem allowance and who now favor the itemized account.

Mr. Hapgood has for approximately a year favored an itemized account and, even as little attention as he is accustomed to give to items of this character, he has for the past several months been traveling on an expense account. He did not wish to press his point, but asked that we try to forget our irritations and start a new slate of facts.

The salesmen present were asked to present their objections to the itemized system of salesmen's expense.

John Brophy spoke first, objecting on the grounds that such a system will make for continual friction and misunderstanding. After a period of time, items of expense will tend to become standardized. He asked what will be considered a legitimate item? It was evident to John, although it would not be admitted now, a demand for explanation would probably be made on certain items and new expenditures. In an attempt to determine what would be considered a legitimate item, probably no one would challenge basic items of food and shelter, but there are innumerable other items that are an integral part of the cost of living on the road. There is an approximate standard now, but salesmen do not operate in a standard field, but in an environment over which they have very little control. Our salesman's salary allows no margin, above that needed by his family, out of which he can buy the extras a salesman needs to maintain a standard of appearance, which is an important item of his stock in trade. It is not reasonable to expect that all clothing expense necessitated by being on the road should come from the salesman's personal salary, neither should it all come out of the sales allowance. Where to draw the line is the perplexing question. The same question applies to how to proportion expense incurred by association with the jobber salesmen. John contrasted the position of those of us who work and live in a controlled environment with those who travel. He thought he understood the

feeling of those here, but felt that friction and misunderstanding came because those here did not understand fully the problems and position of the salesmen, brought about by the conditions under which they work. They are not in a position to visualize the problems of a salesman. He summarized his reasons for opposing the itemized system. He considered the per diem a reasonable method, in the light of past experience, and suggested, if it is too high for this particular situation, we can make an adjustment downward. Whether or not we could do the latter without curtailing efficiency is another question.

Claude Pennington followed John's speech, saying that in theory the itemized expense system could not be attacked, but in practice it works differently. In some firms this system has not proved to reduce expense. If an account is limited, they usually spend the limit. He liked to exercise individuality in spending and did not wish to be dictated to as to how he handled his allowance and be open to criticism thereby. A few months ago, when itemized accounts were asked for, he kept one for some time and found it practically impossible to be accurate and account for each expenditure exactly.

Isaac Davies added that the itemized accounting would be a source of worry and mental agony to most of the salesmen, at a time when they felt that they would need all of their strength to meet other more vital problems. No other group, in his opinion, so realized the seriousness of the situation as do our salesmen.

George Alexander assented to the case as presented by the other salesmen.

Leo Tearney described the attitude of the group here as appearing to believe the salesmen in our organization either are saving on our present per diem allowance or they are a bunch of crooks. He wanted the entire problem threshed out for the good of everyone concerned. Our salesman must finance himself when on the road from his expense allowance whether it be per diem or itemized. If the latter is resorted to, items considered entirely legitimate by the salesman and a normal expense inflicted because of his being on the road will cause no end of criticism. As a case in point, if one eats in a friend's home at no expense to the company, that would be considered O. K., but if one return the courtesy or take them candy, it would not be looked upon in quite the same light. At home one's church pledge is a regular expense—it goes on whether or not you are at services—but would additional contribution incurred on the road be honored in an expense account? He feared the insiduous sniping by those who are not on the road and would not make the sacrifices made by those who travel for us is bound to cause trouble. As for a willingness on the part of our salesmen to save money for the company, there was a proposition made by one of our salesmen whereby 20 per cent. saving on the present per diem could be made. We probably would not nearly approximate that saving on an itemized account. Objection by the salesmen probably would not be nearly so great were the itemized accounts to be handled by one man who knew salesmen and their problems in an intimate capacity. It will create suspicion that will cause trouble if accounts are not handled with understanding and tolerance. He spoke of his experience elsewhere checking expense accounts as well as the results of a survey made by a trade magazine which shows a marked tendency for a large number of companies to favor the per diem arrangement. They know in advance what the cost is going to be and it takes away any stigma that might be attached to the individuality one might exercise in his spending. Under an itemized account our salesman would have to be a crook to keep himself from losing money because he is on the road. There is necessarily much variation in amusement, food and the essentials of normal living away from home. Some will jeopardize well-being and even endanger their health by eating in inferior places to save a little money. An itemized account would be manifestly unfair to the man whose wife travels with him. He spoke to a reason given for the itemized system as being more fair to him and others who do much short stop travel by train, as the difference is cared for by our practice of charging a berth, which saves a hotel bill, also that meals usually do not need to be taken on the train unless one so desires.

Powers was in doubt. Under normal conditions he favored the per diem, but under the present circumstances he believed the itemized account would be better. A salesman traveling for us should not have to pay an expense out of his personal salary, which is incurred by his being away from home. It should not cost him anything to travel for us above what it would cost him to remain at home. He thought there should be much tolerance and the criticism of the group should be held a long time, until all facts are presented and an attempt made to understand them before any account should be challenged. He personally was willing to chance the criticism that was bound to arise because criticism of this particular variety bears more lightly on him than on many others. He approved the itemized account for the present for the following reasons: In the long run the per diem is not excessive to care for a salesman's needs on the road, but over a short period of time one might postpone heavier expenditures and replacement costs and be able to save some. He favored this course as a temporary expedient. In justice to those who still favored the per diem, Powers said that if he remained on the road he expected to ask for some leaves of absence besides vacation to enable him to catch up on some of the normal

activities of home life, of which he is deprived by being away from home for long periods of time. On a per diem allowance one might be able to save a little to finance those periods. He felt others should show more appreciation of the sacrifices made by our salesmen. Some of our former salesmen have given up sales work because the sacrifice was too great for them to make, while others to whom the sacrifice is just as great have continued because they know their services are needed in that particular field at the present time. Many in the plant do not realize that salesmen from other concerns get a much higher salary than do our men, out of which they can buy some things that make life on the road more pleasant.

Powers had intimated that a man on the road needs more salary. Homer had previously proposed that they be paid more salary to care for additional demands and so they would not have to charge those expenses that do not rightfully belong there to their traveling allowance. John replied that the per diem approximates the usual cost on the road, so he saw no need to complicate matters by attempting a salary adjustment.

Homer objected to the attitude of the salesmen toward the committee, to which Leo replied that the recommendation was unsound and those who approved were unfamiliar with the conditions and unwilling to go and find out.

Mr. Hapgood agreed that there would undoubtedly be criticism of individual accounts, of which his account would be no exception. He had been trying to school himself in the philosophy that constructive criticism is helpful even though it hurt. Unless we as individuals develop a philosophy that enables us to get over personal criticism as quickly as possible, we do not grow. If we are to continue our development, we must have constructive criticism of individual acts brought home to the group. We must develop a much greater spirit of tolerance. As the best examplification of this spirit in our group, Mr. Hapgood commended Jack Evans for having unlimited tolerance. In so far as he has had intimate contacts with the individuals, Jack far exceeds anyone in the group. This spirit in the group will have to be developed more and more. Mr. Hapgood said he did not have tolerance in sufficient quantity, but it is right that one should have. He found himself again and again violating his own religion in that respect.

Mr. Hapgood regretted that our salesmen did not seem to feel that they could trust individuals and the group, to at least attempt to understand them and their problems. We will have to give up our basic philosophy unless we can believe that most people will act decently. Until the salesmen feel that people here are decent and want to understand them, they will probably have to act as individuals and decide each for himself whether he wishes to abide by the decision of the group in this question of an itemized expense account. We should welcome criticism even though it hurts. We recognize there are differences in fundamental needs that apply directly to individual expense accounts. He gave cases in point upon which one must exercise judgment, as his need for a lower berth when traveling by train because of his extreme restlessness and the need for a parlor car when one must do writing and work en route. His needs would be quite different from those of a younger and stronger man who might not have to conserve his strength. On this philosophy and explanations of his reasons for favoring the itemized expense account, he wished to rest his case. He was willing to abide by the decision of Council, although he intended to continue on an itemized account as he has been doing for some months.

John said we have found it better to resort to system rather than be lost in a sea of items. We do not attempt to say at this time how each shall spend his salary check. After the basic needs of living are met, there is a margin wherein, he believed, is the medium of development. Why do we not particularize instead of standardize our salary wage? It would be absurd unless we wished to live on a communal basis. The same reasoning applies largely the same to this proposition of salesmen's expense.

Mr. Hapgood asked if any salesman had the impression that we order things slavishly done. We should try to understand that no dictation has been made. We have an automatic structure of payment beyond which we recognize varying needs. Certain men on the road do not need what others do to keep them efficient and moderately happy. He expressed dissatisfaction that we assume in advance that we are not going to act like decent people.

Powers did not relish the position of being on both sides of the fence, but nevertheless there was where he found himself. He allowed all expenses incurred by our salesmen, incurred because they were traveling or instigated by his being away from his home. Shirts frayed by commercial laundry should be included as well as work having to be hired at home because of the man of the house being away.

Howard said he would not approve of clothing being included. He had not changed his mind since a year ago when salesmen were asked to keep accounts, which some of them have done but have never turned in. He did believe Council and the people composing it were decent.

The three girls who recently demonstrated in St. Louis approved of the per diem allowance. Mary thought it better to economize here than to expect our salesmen to do so on the road where they have a standard to meet.

Arlie thought it unfortunate that there was

such a lack of confidence in the committee. He personally favored the per diem arrangement, but agreed with the committee for the sake of getting information that might be of value.

Albert Hines said we have trained 90 per cent. of our present sales force at company expense, but as soon as we attempt to make a check on them it causes a disturbance. In running an organization like this we have to have confidence in one another. As head of the Production Department, certain confidence is bestowed upon him and he in turn has confidence in others. He expressed confidence in each member of the Sales Department and thought they should have confidence in us.

John asked why we do not ask for itemized account of our regular salary. Because we realize there has to be a medium through which we register our personality. Such a procedure runs counter to our experiment and will wreck itself.

Billie Hines approved of each spending as he chose. One must be satisfied and get pleasure out of his work and he can't be if he is too closely tied down. He saw nothing but trouble from requesting salesmen to itemize their expenses.

Opal Hassenzahl and Nellie Gray agreed with a per diem allowance, but thought the company had the right to know where we are on sales expense. Opal suggested a miscellaneous column under which one could place incidental expense if we were going to ask salesmen to itemize. Claude replied that to get information of any value it would take at least a six-months' period, as a month's trial would be practically meaningless.

In reply to a question, Homer said he did not want this information for the Cost Department, but for the group.

It became evident that we were not nearing a decision. Several including Walter Mullen had not changed their opinion.

Mr. Hapgood suggested that we consider the time spent as educational hoping that some day we see the fruits thereof. He moved and Arlie seconded that we rescind the action proposing an itemized account of the expenses of the people traveling for us.

Powers opposed on these grounds. We do have to save expense, there is even possibility that we will all be on an itemized basis under the Needs Committee soon. A third reason which he hesitated to disclose that under the per diem arrangement some men can save while others lose.

The vote showed 17 opposed, 6 not voting and the balance which constituted a large majority in favor of the motion.

The meeting adjourned from 10:00 to 10:15 A. M.

At the reconvening of the meeting we went immediately into the problems of publicity about which most of us are poorly informed and know relatively little. We were faced with the intricate problem of discerning the best means by which we can move our inventory at the least cost to us, whether to place most emphasis on Columbia Label with the assistance of our salesmen, publicity department including speaking and demonstration and advertising, or on Private Label with some sales assistance, price and correspondence, was a question for serious consideration.

Mr. Hapgood found it most difficult to reach a conclusion as to which method would most speedily and with least cost to us liquidate our inventory. Since it is essential that our goods move to the consumer or slow up sales, it seemed that we could not enter new fields with Columbia Label without the assistance of publicity.

Powers presented the New England situation, how we interested jobbers, and then gave sales assistance, demonstration, public speaking and newspaper advertising. The interest in our social program and the quality of our goods insured movement to the consumer. In many meetings where public speaking was done volunteer salesmen in the audience would insist that their friends buy our product. Probably our story on the label helps most in promoting consumer support. Our radio advertising is too new to judge its effectiveness.

Mr. Hapgood asked that we find the per case cost of marketing our soup both under the present Columbia program and private label. There was some difficulty in getting conditions sufficiently similar to make a fair comparison. Bloomington, Illinois, and the West Virginia fields were suggested for comparison to newly opened Columbia territory. Mr. Hapgood insisted that we must place pressure in the most responsive field wherever that may be.

Claude suggested working private label with some assistance on tomato, especially he recommended more contact with Red and White Jobbers. John could but guess from the figures available but felt if we could find a field relatively free from private label complications we should get quicker results with Columbia. If we can't find such a market we should place the maximum of effort on private labels.

Powers said New England has hardly been touched as we have only worked Massachusetts and Connecticut.

To a question as to the reason we had lost some accounts, Leo replied that we had done so because of price. He felt we had placed our effort on Columbia to the detriment of our private label trade by withdrawing practically all our assistance from that field. We have waited too long to do much this season, now we must concentrate in the cooler sections and the resort areas for the summer. We should work both Columbia and private label neither to the detriment of the other. New England is ready to be cashed in on from the work we did there so we should not withdraw from there now.

John, Claude and Isaac agreed we should assist private label although for a time it has been practically set aside. Isaac said because some of the things they had advocated in the way of price and assistance to private label jobbers had not been acted upon, the salesmen felt might be attributed part of the responsibility for the position in which we find ourselves today.

Leo agreed with Claude that Red and White want some adjustment and we should be making more contacts with them, offering assistance if it is desired.

Meeting adjourned for lunch hour.

Upon request a few minutes were given to some citizens who were protesting against an eviction of a family in the neighborhood of the plant for non-payment of rent at which they alleged brutality was used.

The meeting continued with more discussion about the publicity program and sales problems even to the alternative of calling in our salesmen and selling only through brokers.

While awaiting Mr. Hapgood's arrival we had a report from the Sanitary Committee. Joe Watson gave the following report:

Since the Sanitary Committee has been in existence we have held monthly meetings followed by inspection trips through the plant and yard.

During these trips of inspection we have noted from time to time minor disorderlyness and in some instances unsanitary conditions in practically every department.

After each trip we have held short meetings and called in the head of each department in which we have any criticism to make. They were told of the conditions as we found them in their department and in most instances we have met with comparatively good co-operation.

In regard to sanitation and cleanliness we have advocated the following:

The sewers to be taken care of each week.

The dining room to be scrubbed every two weeks.

The cuspidors to be emptied and sterilized daily.

The garbage cans to be emptied and sterilized daily.

The can wagon to be washed daily.

The chicken pen to be cleaned after each ten killings.

Regarding the septic tank which is one of the largest problems with which we have to combat, we are now experimenting with a disinfectant which Bob Trueblood was fortunate enough to find and which, so far, has proven satisfactory.

We have noted a lot of carelessness around the plant such as spitting on the floor and throwing trash in and around the buildings, especially around the bridge across from the dining room. We have told some individuals about their carelessness and have had some unfavorable reaction.

In this connection there is some carelessness in the Council Room such as throwing cigarettes and matches on the floor.

We will be able to make certain recommendations to Council when our financial condition has improved sufficiently to warrant the necessary expenditure of money for these improvements.

We have one recommendation to submit to Council now pertaining to sanitation if Council approves. We recommend that we purchase a new ash receptacle.

Council approved of the recommendation made concerning the ash receptacle as most of us realize the condition of the old one. It was recommended that for the time being the maintenance department repair the old receptacle.

A letter was read from Ethlyn Christensen in which she objected to the way Frank Baldwin was summarily dismissed even though he was later reinstated. She also objected to the removal of automatic health protection from dependents of employes.

Bert suggested that she offer to return part of her salary to support her belief that we should go on lower salary instead of removing protection from dependents. Powers said he would agree to a lower salary but wanted to know for what it was to be used. John believed any sort of cut should be applied uniformly. He disapproved of Council's action in the removal of protection from dependents, as it is a cut that applies to a part of the group and amounts to the same thing as a salary reduction. As has been explained the modification of the Health program is very slight, so John thought dependents should get protection as a matter of right rather than petition.

Mr. Hapgood arrived and the meeting was turned into a regular meeting of the Sales Committee with the salesmen present participating at which the Council sat in for information.

Meeting adjourned from 3:00 to 3:15 P. M.

After adjournment the meeting continued with questions about publicity. There had been considerable criticism of the practice of mailing out so many "Boss" pamphlets to lists of persons furnished by grocers. These people may or may not be interested in our story and probably never look at the pamphlet.

Powers informed us that at present we are having some of our "Boss" pamphlets printed in New England by a man who is interested in our policy and who is attempting to establish his plant along the same lines, who does the work for us at cost in order to keep his men accupied. Criticism was also made of a probable waste of pamphlets. Powers replied that he only gives them out at meetings to those who come up and ask for them. In some cases "Experiment" pamphlets are sold.

Dorothea asked, for the information of others who had inquired, if we were justified in keeping two full time people on publicity. Powers considered that one of our cheapest forms of advertising for the results obtained. Although we do not get as many speeches made by confining our speaking to areas where we are conducting campaigns it is probably most effective under that arrangement. The cost per meeting is higher when one promotes his own speaking engagements. To another question it was explained that Al Miller was taken on because we wanted a man who could do both sales and publicity work.

Mr. Hapgood said to decide which form of publicity is most effective is very difficult. Gundlach thinks circularization is, if the circulars are sufficiently interesting. Mr. Hapgood has his own idea although he could not prove it and would not press it. Our people in the field should be research people; we are too young in advertising to judge. He thinks public speaking is the most effective medium of gaining consumer interest and support. The spoken word is one of the most powerful instruments that has ever been devised for conveying impressions.

John feared if we continue to use out of date "Boss" pamphlets we will be challenged sooner or later. He was told about the new printing arrangement and the plan to rubber stamp them to make them correct.

Mr. Hapgood said it is beginning to intrigue him to tell people we are on a hard road. John felt it was hard to dramatize cuts.

The information was imparted that Harrison who has been assisting with advertising in New England is now under the direction of Ted Probst who will report to us.

Mr. Hapgood so believed in the power of the spoken word that he engaged another man, who ably expresses himself, to represent us. The Council has given Mr. Hapgood that power.

Howard said none of us were qualified to judge the value of advertising but it is costing us too much for the returns we are getting now. We are doing more than we can stand at the present.

Mr. Hapgood replied that we will soon have some figures from the New England market that should enlighten us some. Either in private label or Columbia we can judge actual results only as the movement of goods gains momentum. We must realize the difficulty of the situation and get the greatest volume of business at the least cost or take the consequences. Howard reminded us that even working for nothing will not meet the situation. Perhaps we should place the business in the hands of a committee and let them dictate for the time being and then go ahead. We waste too much time deliberating.

Powers said he would never be satisfied with any results we might attain but would always feel that we should have done better however our decline in business is not nearly as great as that of many other concerns.

Mr. Hapgood said we do much work in committees so Howard's suggestion would not wreck our policy although he did not think it necessary now. If we keep our courage we may be back in the running by the first of the year. Our loss has not been much greater than for the same period a year ago but we cannot foresee what may happen. We still have our people; we as a group are effective. We still have our plant and our good will with the trade has not diminished. We have not begun to tap our resources. We are now struggling with a sales problem which is monumental but not impossible.

Powers suggested that we receive as salary only basic needs of food and other bare necessities. He preferred that we all stick together instead of sacrificing a part of the force, which he feared some would be willing to do, if it came to the worst.

Bert thought such a policy by which we remove all support of our buying power is not helping the general situation or anyone else. If that constitutes democracy he did not want to understand it. When we are all busy and selling at a price then we can do things we can't do now.

A meeting of the Sales Committee with the salesmen present was arranged for Tuesday morning with another Council meeting to follow at 2:00 P. M.

Meeting adjourned at 4:45 P. M.

Participants were: Opal Hassenzahl, Glenn Lipferd, Arlie Myers, Homer Shelley, Lucille Burkhart, Wm. P. Hapgood, Mary Lipferd, Walter Mullen, John Brophy, Milburn Forth, Hugh Bogardus, Leo Tearney, Isaac Davies, Albert Hines, Claude Pennington, George Alexander, Howard Herner, Ruth Janitz, George Gregory, Nellie Gray, William Hines, Dorothea Nord Holt, Myrtle Webber.

Special C. C. Meeting, May 17, 2:00 P. M.

Chairman, Kenneth Lucas.

A letter was read from a group of our sales and publicity people in New England who were protesting Council's action on the itemized account of traveling expenses. As the Council yesterday rescinded the contested action on this problem the reading of the letter was just a registration of their protest.

The chairman gave a resumé of the last subject discussed at yesterday's meeting. Powers had suggested "strike pay" or a drastic reduction in salary. Kenneth asked that we try to be as calm as possible to better meet the difficult situation.

At Mr. Hapgood's suggestion that someone preface the meeting by telling us what decisions had been reached in the Sales Committee meeting, Council was informed of the decision to reduce, as speedily as possible, the New England force to two men. The committee had not been able to finish their work and would make a complete report later.

Attacking the problem of a reduction in payroll, Mr. Hapgood listed two general plans by which we might reduce our payroll: 1. By reducing the number of people on our present payroll, and 2. A reduction in income in which we all share.

He merely mentioned the first method but thought it well to find out if any of us believed that was the way out. It might receive insufficient support to warrant discussion. It was asked if there was anyone who wished to propose that we follow that course. Wm. Hines did not wish to support any proposition to release people because of slack production at this time. He saw the possibility of a situation wherein if the present economic conditions continue for another year, production might become so light because of reduced sales we would be able to work only a small portion of our people to advantage and meet competition. At such a time we might be forced to reduce the number on our payroll if the business is to survive.

Mr. Hapgood was not at all sure of the necessity Billie seemed to fear might arise because in his opinion we have lots of resources by which we can employ and sustain our people. We might even go so far as to use a part of our plant for shelter and our dining room to prepare our food, much of which we might grow on the farm. We are in a position to play the game to the limit if we care to. We have not begun to tap our resources. He did not know how much we could or would do if it became necessary. About releasing people, he believed that before the time comes when in the interest of the business we may have to release some of our people conditions may have become so hard that those unwilling to go the limit will already have left voluntarily.

Arlie Myers said he was not one who would be ready to release people so that he might have an extra dime because they were gone, but was ready to get along without people who don't try to pay their bills on the outside and won't co-operate here.

Mr. Hapgood commented on the non-co-operative attitude of some of our group. He had received reports that some of the men now working on the farm object because they work slightly longer hours than some of us who work in the plant. Another seditious practice is the spreading of false rumors to neighborhood barber and beauty shops, etc., who can tell us more about our business than we ourselves know. He was ready to deal drastically with any of our people who will not play fairly with us but ask that we consider that problem separately.

Arlie felt that even letters written to us on occasion by Powers have not contained nearly as much potential dynamite as Mr. Hapgood's suggestion of communal living for our group. Billie Hines thought we were poor managers if we have to come to that way of living. Mr. Hapgood replied that it should be the right of each to decide his manner of living and meeting the situation but we have not started to fight yet. We own our own business and are in a position to do innumerable things to enable us to win the fight we are in.

George Gregory believed it was going to take courage on our part and suggested we read again our American History to refresh our memories of the hardships suffered by our forefathers. It was decided to debate the merits and demerits of George Washington as a pattern unofficially and proceed seriously with the vital problems confronting us.

Miss Franz was opposed to communal living and thought there is a point beyond which we should not go in expecting people to make personal sacrifices.

Leo Tearney asked Mr. Hapgood if he had not entertained this idea of a communal group for some time. Mr. Hapgood replied that he had entertained it as a means of meeting a situation. He wanted to stand by and make sure this experiment we are conducting continues.

Arlie said since the majority of us believe in the payment on the basis of need, let each of us turn in the minimum upon which we can get by for a temporary period. Then when we get a good break and are in a position to do so we may reimburse those of us who are in a position to get along on a very little now. He was willing personally to turn in his absolute minimum under such conditions. There would be wide variation in need because of differences in obligations and the way in which we live.

Mr. Hapgood was in agreement with the general principle as outlined by Arlie. He suggested we might discuss with each his particular situation but that program probably would take too much time. He favored acceptance by Council payment based on individual needs for a temporary period but was unwilling that anyone should lose his home or other legitimate investment of that character if we can prevent it. Mr. Hapgood then presented a plan for reduction of payroll he had prepared for our consideration. He suggested that he skip every other pay check and that the others of us skip every third check for the time being. Council might have to consider assuming the payments on homes, life insurance premiums, etc. He did not think it necessary or wise to lose any legitimate investment. By legitimate he did not include new cars and purchases of that character as permanent investments. When one's mind is at peace about such matters we can better get down on a fighting basis.

Powers spoke to an accumulation of ideas gathered thus far in the meeting. As yet no one had stated that he was willing to lay people off but some had suggested that it might become a necessity at some future date.

He recognized that if the general depression continues for a long time we probably will have to reduce payroll by one means or another. Even so he would never vote to lay people off because of a business situation. He feared others might not be able to say the same for it had been indicated by some that if living conditions became sufficiently uncomfortable their morale would be so low they would be willing to concede things they would not accept now. Physical hardship would not shake Power's morale so long as we keep our co-operative spirit and take care of our Columbia family the best we can. Only under those conditions is Columbia worth anything to him.

Mr. Hapgood cautioned us to get Power's meaning correctly. He was including those persons who are co-operating with us and not those who do not play the game. Mr. Hapgood said he could not speak for another, but he would be renegade to his own religion if he threw a fellow Columbian over to save his own hide or make the going a little easier, providing that person was trying to play the game.

Howard proposed a temporary release of those persons who do not need the income from us to live on. For example, single people who could live at home without burdening their families, for a temporary period, and married women who do not have to provide income for their families. To a question he replied that he included those people who could get work somewhere else even if they are people holding key positions here. Mr. Hapgood agreed that if some of our people whom we do not need could work elsewhere we should allow them to do so and invite them back when better days come. He qualified the former statement by suggesting that invitations to return might include only those people who have some definite interest in our enterprise here and that we might not make definite promises in all cases.

Billie Hines did not approve heartily with Howard's proposal as he felt that a person who works here because it means something to him and is a part of his life should not be asked to go elsewhere. He thought a married woman who was interested in Columbia had as much right here as he.

Walter Mullen reminded us that if someone goes from here to work elsewhere he will be taking a job from someone else. He agreed with Howard that people who do not need the income from us for a period of time might withdraw temporarily. In reply to Walter, Mr. Hapgood justified our people taking jobs on the outside because we may have to do so, and also because in our estimation our experiment in industrial democracy may be sufficiently worth while to justify it. We are fighting a system of economics and may need to take such steps in order to continue the fight. He believed there are some here who are not consistent with the aims and purposes of this organization and do not belong here, but he could not lay his finger on them or point to specific cases.

Powers was not yet ready to place payment on a voluntary basis. He was not at all convinced in his own mind that we will retain all of our protections. He feared the morale might weaken and we would forget the protection of permanent employment and lay people off. If Council wished to place us all on an actual needs basis now he would agree. However, if we received a little more than a bare sustenance salary for awhile he hoped he might prepare himself slightly against a worse financial crisis. To a question as to whether he would favor releasing those people who do not believe in payment according to need, Powers replied that he would not wish to release anyone for an idea; it would take a capital offense against the organization. He continued speaking on the question of needs, saying that needs are so diversified that what would be a legitimate need under one circumstance or for one person might not be so considered in another case. Upon being questioned further he explained the term "strike pay" as a distribution of food and other essentials according to need in an emergency situation. If the common fund is large the dispensation is more liberal and if not it is meager.

John objected to the term as applied to our situation as being a strained use of words. Mr. Hapgood supplemented Powers' explanation characterizing the term as a distribution on an equitable basis.

Josie Baker proposed that we consider the possibility of allowing those persons who have to hire work done at home for which they must pay to take time off without pay to do that work themselves. Provision should be made for them to take the time when their absence from the plant would not inconvenience the work there.

Bert was in agreement with the suggestion but as production manager said the question would have to be carefully worked out. This subject was left for future consideration.

Powers suggested the co-operative purchase of staple foodstuffs as a means of reducing our individual expense. He realized there would be some difficulty to such a procedure. Several people illuminated the difficulties of this plan.

Mr. Hapgood spoke of the seriousness of the general depression, saying that in the opinion of some economists we are just entering the era of great hunger. In face of the general situation he felt we thought that we should take immediate and as drastic action in the form of reducing expense as it is possible to take. He repeated his belief that we at the Columbia are in a position to be pretty nearly self supporting. Powers felt that his future is brighter being a member of the Columbia Conserve Co. than anywhere else of which he knew.

Arlie asked just what the proposed skipping of one check out of three would mean in saving to the company and what would be our attitude toward the individual who would have to ask to be relieved of some of his financial burdens in the way of payment on a home, the non-payment of which would deprive the creditors of income?

Mr. Hapgood quite agreed that such payments should be taken care of by the company.

John spoke of the intrenchments the group have already made in the form of salary cuts and the willingness displayed by the group to meet the situations as they arose. He was unwilling to favor any further reduction in wages at this time unless he was convinced of their absolute necessity. He proposed considering other expenditures first before concentrating on the ways and means of effecting another cut in salary. He asked if there could be adjustments made in the expense in the sales and other departments. He needed more light on these things before he would be able to make a decision. Mr. Hapgood replied that there is no step by which we can reduce expense that can be taken that we should not take. We are still subject to private property laws and should realize our responsibility toward those people who have money invested with us, many of whom need the income from us upon which to live. It is extremely important that we attempt to understand all of the implications of this particular situation and realize the conditions which face us. He believed our situation might be much easier by September, when we will be well into our tomato packing season, but it is hard to foretell. If general soup consumption, as has been estimated, has been reduced 40 per cent. we may expect a comparable reduction in our own outlet.

Powers agreed with John that we should go to rock bottom in reducing all expenditures, but unless we spend enough on sales and publicity to move more goods than we do now we will be in no better position at a little later date. We have to look at sales problems several months in advance. We cannot afford to tread water because it may be easier now to do so but we must swim against the current if we wish to avoid the falls that may be below us.

Referring to the sales situation, Mr. Hapgood said it is conceivable that we might take all of our salesmen off the road but we would have to be extremely cautious that we do not lose more than we might gain. Such a step would be the limit to which we could go. Even so, such men would have to be carried on the payroll in as much as we have agreed not to release anyone because of slack production.

Leo asked, under the proposed salary adjustment, which would equal a 33⅓ per cent. reduction in individual salary, whether with the assumption that those who could not meet their payment on legitimate investments could have these taken care of by the company, would there be much real saving effected? He also wanted an explanation of the reason why at times the picture of our situation is so black and at others is so rosy. He wanted a complete inspection before he would be willing to accept a 33⅓ per cent. reduction in the present payroll.

Mr. Hapgood said that Leo had misunderstood his optimism in St. Louis and added that he had, prior to that time, urged that our payroll expense be reduced to the limit. In saving elsewhere than on payroll he had also agreed. Dorothea reminded us that we have a committee for the purpose of investigating all expenditures and certain actions have been taken recently by Council on recommendation from that committee. The committee is still actively engaged in investigating other expenditures in view of effecting other savings.

To Powers' question as to whether he believed one check out of three was too much of a reduction at this time, Mr. Hapgood replied that it may not be enough and we probably will have to do more later. The new sales program may help but that does not prevent us from doing everything else we can in this respect. Powers then suggested deferring a part of our salary to which Mr. Hapgood replied that we would just be kidding ourselves about repayment for when the days come when we could repay we may as well advance salary sufficiently to reimburse ourselves for the material losses we may have suffered during this period. Even placing it in preferred stock would be of little benefit because it will not mean anything until we are able to pay dividends again. Powers preferred to have a part of our salary reductions stand as a charge against the company in the form of deferred payment. Mr. Hapgood stressed that we have sufficient assets to pay out our creditors although we might so handle our business as to unfavorably effect our credit system.

Powers moved that we hold up payment of one check out of every three beginning three weeks hence pre-supposing that those of us who cannot get by on the further reduced incomes will go to the Needs Committee and not be criticized for so doing. This was seconded by Mr. Hapgood.

Arlie thought the Needs Committee should have power of final action on those cases which will be created by this situation without having to explain such action in detail to Council.

Nellie Gray thought it unfortunate that some people sacrifice and try to get along while others run to the Needs Committee immediately for help. Several people disfavored giving the Needs Committee absolute

power to make final decisions on Needs cases. Hugh Bogardus objected to having people who avowedly do not believe in the payment on the basis of needs as members of that committee. There was expression to the effect that former decisions have seemed to have been equitable. Arlie said he would not object to reporting needs cases to Council if details were not given. Other members of the committee agreed that only a minimum of detail should be presented to the Council. This practice has been followed heretofore except in cases where Council asked for the information.

Powers saw only one reason why the Needs Committee should have full power to act in needs cases, that of efficiency. It looked to him like the people on the committee who had experienced the affairs of others and who now might be subject to the committee were not willing to be thus exposed. Arlie replied that some families have been very much persecuted by having their private affairs aired in the Council.

John said we have no idea or assurance what the demands on the Needs Committee will be. The entire proposition of a 33⅓ per cent. reduction in payroll may be demoralizing and there is the probability that nothing will be saved. We should be sure we know what we are getting into before we take action.

Powers preferred that all needs cases be reported to Council not because of what the committee might grant but because of what they might not grant. Dorothea pointed out that any individual at all times has redress to Council for anything they wish to bring before that body. The committee agreed that anyone who was not satisfied with the decision of the committee on their case and wished to have the details of his case disclosed in Council could do so. They only wished to protect the individual who did not wish his private affairs broadcast because of this particular emergency situation. The concensus of opinion was that a minimum of detail, that is, the name of the individual and the amount to be granted, should be given to Council in the form of the Committee's recommendation which Council could either accept or reject. If the result is unsatisfactory to the individual it is up to his discretion to have his case presented more fully to Council for a reconsideration.

Miss Franz stated that, personally she would rather sell some of her stock and suffer the loss herself than add to the payroll now by accepting a needs allowance. However, she felt that such a decision should be up to the individual concerned.

Powers took the position that unless he was willing to accept from as well as give to others he was placing such others in an inferior position. He feared, in the present situation which places many of us in a financial position with which we are not accustomed, that some of us would take the attitude of not being willing to accept as willingly and with the same spirit as we have given.

Mr. Hapgood said although it is much more satisfactory to be in the position to give than to receive, he regretted if anyone of us would feel embarrassed by asking for needs. We are attempting to make this a family from which we should feel as free to ask and accept assistance when we need it as we would from our own family. He continued that pride has its assets but it also has its disadvantages.

Ken Smith desired that all cases for needs be presented in detail to the Council because even though it hurts we learn something in the process.

It was moved and seconded that the details of information given to the Special Needs Committee about special needs cases need not be given to the Council unless the individual concerned wishes that information to be given. A vote showed 5 opposed and 10 not voting and the majority favoring the motion.

Powers had made a motion to give up one salary check out of each three. This motion had been set aside to allow us to decide first how needs cases would be handled in this particular situation as that would probably influence the vote of Powers' motion. Since his motion was proposing a 33⅓ per cent. reduction on a payroll that is not now large he proposed that we get the opinion of those people on the road as well as their vote. He believed that could be done within a week as he felt that it is wrong for those people who are away, through no fault of their own, to be disfranchised on so important an issue. At least their vote should be counted if there was a chance of changing a majority. Mr. Hapgood did not think the situation could be handled by correspondence because of the difficulty of explaining the situation in writing in such a manner as to prevent misinterpretation.

Walter Mullen said he was not sure he was ready to take that much of a reduction in the particular fashion proposed.

Another meeting of the Sales Committee was arranged for Wednesday morning with Council following at 1:00 P. M. at which this subject would be discussed further.

The meeting adjourned at 5:15 P. M.

Participants were: Wm. P. Hapgood, W. H. Hines, Albert Hines, George Gregory, Arlie Myers, Powers Hapgood, John Brophy, C. E. Franz, Leo Tearney, Edward Burpee, Clarabelle Cook, Howard Herner, Walter Mullen, Josie Baker, Nellie Gray, Kenneth Smith, Hugh Bogardus, H. D. Nord Holt, Emma Rice, John Thomas, Dale Billman, Leo Zike, Glenn Lipferd and William Kalscheuer.

C. C. Meeting, Wednesday, May 18

Chairman, Kenneth Lucas.

We opened the meeting with a consideration

of the motion made by Powers yesterday to reduce individual income by skipping one salary check out of every three which will amount to a 33⅓ per cent. reduction in the present payroll.

Mr. Hapgood asked that he might have the floor for a few minutes in which to present certain bits of information and then be allowed to withdraw from the meeting to do some work he must finish before leaving on a trip East. His request was granted and he stated that since yesterday the Sales Committee had completed its work and decided next steps to be practiced in the Sales Department with practical unanimity of opinion. It was decided to reduce the number of salesmen now working on the Columbia Label to about one-sixth of the present force. Tearney, Eustis and Hewson will work chiefly with private label territory. Considerable reduction was to be made in selling expense and the strictest economy compatable with results practiced in advertising and publicity.

In relation to the financial situation he called our attention to the fact that there were two groups besides Council members for us to keep in mind when making decisions relating to financial problems, namely our creditors and the other stockholders besides the members of Council. Both of these groups are vitally concerned, although, as far as he knew, none of the stockholders of our common stock were especially in need of the dividends. He was acquainted with the condition of some of the holders of our preferred stock who are dependent on the income derived therefrom to live on. It is our duty to consider them as well as ourselves, therefore, if we do not do our best to protect them we are shirking our duty.

About the other group, our creditors, we need feel less concern as they are in a position to protect themselves as their claims are secured by goods and they would be protected by law if necessary.

He told us of our financial responsibility toward his brother Norman who has used the company as his bank in which he has deposited and allowed to accumulate considerable money. For some time we have been returning to him $1,000 per month with but one exception. His obligations are such that it is quite necessary that he receive this income regularly, therefore we will have to regulate our affairs so we can pay him. We have a broader responsibility to consider than that of personal income and should attempt to realize all of the phases of the problem and go as far as possible to prevent a crisis.

Mr. Hapgood spoke of his and Howard's business trip to our Chicago bank and the results thereof which has eased our financial tension somewhat. He and Howard had decided that they were not willing to ask the bank to assist us in meeting payroll. He personally was going to erase from his mind all responsibility for seeing that we had money to meet payroll. Hereafter neither he nor Howard intend to give concern to whether or not we are able to meet payrolls at any particular time other than the concern one gives to a condition that affects his own personal income. If we do not have the money in the bank to meet the complete payroll we simply will not receive our pay checks for that particular time. If we demand our salary when the money is vitally needed elsewhere we would be only hastening the evil day when we might have no payroll or even any business. He pointed out the necessity of our being business managers. He did not favor deferment of any of our salary but rather if we can't meet a particular payroll we merely write it off the books. Powers asked what might be expected to be the attitude of the bank as affecting our credit situation toward our allowing payroll to accumulate as a debt payable to ourselves from the business. Mr. Hapgood felt sure the bank would prefer we write off the payroll in the event we do not have the cash in the bank to pay it. Powers asked if Mr. Hapgood and Howard would feel the same indifference as to whether or not we have cash to meet payroll if Council accepted the plan of forfeiting one check out of every three. Mr. Hapgood said he would feel differently about it provided it seemed to him we were making the utmost effort to protect the other two groups financially involved in the company. He said Norman is very much concerned about our attitude toward the financial situation and probably would feel much better if, when Mr. Hapgood should see him on his trip East, he could report that we have accepted the responsibility in a fuller capacity and are doing all we can to conserve our resources and protect our creditors. He further stated he would accept the bank's proposal of loans to cover payroll if we were down to a bed-rock maintenance salary.

Arlie asked if our debt to Norman has been included in our financial reports to which Howard replied that it has appeared as a liability in our financial statements for a long period of time. Albert and William Hines spoke of the account Norman has with us expressing appreciation for his confidence in us although we are much safer than many banks have proven to be.

Arlie referred to the money the group has unsecured in the company in the form of deferred salary and added that had some of us realized the extent of some of our liabilities heretofore we would not hardly have favored all of the liberal gifts of money we have lavishly distributed.

Mr. Hapgood had implied that we write off payroll when we do not have the money in the bank to cover it. We accepted the suggestion as another plan of adjusting payroll to meet the situation. Other plans were asked for. Dorothea suggested we might decide upon

another flat percentage reduction. Homer said that if he had a better idea of our accounts payable he would be better able to judge whether we should accept a salary check at all or in its stead a basket of groceries. If a situation is sufficiently serious a little saving here and there only prolongs the end. If we might be able to pull out of our immediate financial situation in thirty or sixty days he favored dispensing with salary altogether for a period of time. Each of us should accept only necessary food and supplies for our families during that time. The Sales Committee has suggested drastic savings in sales and publicity expense and Homer favored cutting to the bone in all other expenditures for a period of time and see what impression could be made on our financial condition. He thought we probably could exist for a time on minimum supplies and he much preferred to work for the Columbia Conserve Company for a basket of groceries and a purpose than for the city on made work.

Leo Tearney objected strongly to the "crack the whip" methods that he felt were being used to effect a salary reduction. Mr. Hapgood's statement about the position taken by himself and Howard seemed to Leo to have assumed the tone that "unless the rest of you dance we are going to quit playing." He was unwilling to accept without investigation the assumptions of any two men. He doubted that there would be very much actual saving to the company brought about by the adoption of the plan suggested yesterday. Leo was not saying that there was anything wrong with Mr. Hapgood's intentions but he felt that Mr. Hapgood has not analyzed all of the factors sufficiently but had expressed himself prematurely. He spoke of the position Mr. Hapgood would be placed in in relation to his financial problem at the farm were his suggestion of salary adjustment followed. Leo was not in agreement with the attitude that everything must be done on the inspiration of the moment but appealed that we investigate calmly and reach no drastic conclusion until we can visualize what we are doing.

Howard objected to the first part of Leo's statement and felt that perhaps the group might mistrust him and asked if such were true someone replace him in his unrelished position. He personally objected to salary reductions as much as anyone but was convinced that something should be done.

Arlie asked how many times there has been the possibility of not being able to meet the payroll and what is the likelihood in the near future. Howard replied that there had been but one occasion recently but the probability of the situation arising in the future depends entirely on our returns from sales. Chloe and Miss Franz believed it normal to expect a lull in our sales at this time of the year.

Powers spoke at some length saying that unless we make some move now in expense adjustment we will not be prepared for the tomato packing season. He granted much that Leo had said but thought he had overlooked one thing in his estimation of the attitude of Mr. Hapgood and Howard. Powers felt there was a good deal of difference in what one may say he will do as a matter of principle and what he might rather do as a matter of personal preference. He believed Mr. Hapgood and Howard have taken their position not because they were dissatisfied but because they think it unethical to ask the bank to finance our payroll at this time.

John wished to know if Homer proposed that we accept only groceries as pay for a long period of time. He believed that we all sincerely want to play the game, but there is a difference of opinion as to how we should play it. We have already taken drastic reductions in salary and he was at a loss to know how we would be able to play the game now under the proposed plan. His income, if further reduced, would not provide even a very low standard of living for his three dependents and himself. He did not wish to belittle the responsibility of anyone as an officer or a member of the group but he did not see how we would be able to meet the situation under the newly proposed plan of one check subtracted from each three. If this method destroyed morale where would we get that way? He attempted to ascertain the meaning of the proposal. He agreed with the company's willingness to meet the payments on homes but asked how that was different from rent which others would have to meet somehow? When we cut sufficiently low special needs tend to become general need. We can't expect to shut the lid so tight and still stifle cries of pain. It might be possible to make a supreme sacrifice until we get down to beans and burlap but where is it going to lead us? He felt we could only go so far and then chaos might result. Should we so control our adjustments that we wreck morale we will no longer be conserving something that is meaningful to us but only a scrap of paper.

Chloe agreed with John that most of us are willing and anxious to do all we can but she felt that after we have gone so far we can go no farther without doing more harm than good. Bert agreed almost completely with John as he thought he touched the vital spot in the organization. Bert was and thought most people here were vitally interested in both their fellow workers and the organization. He has worked fifteen years helping to build the Columbia, not altogether for the living he was getting out of it but because he believed we were and are doing something more important than making soup. He was quite willing to protect the business insofar as he could but his primary interest was in the organization and the things for which it stands instead of creditors only insofar as they are incidental to our protection. We might cut payroll until some people might have to leave but asked if anyone could point him a solution of the future if we kill our spirit.

The chair ruled out an incipient discussion of the evils of starvation wages in other industries and their tendency to drag us down if we are to compete as being a one-sided presentation and not helping us to meet our immediate problem.

Arlie did not favor the suggestion for salary adjustment made yesterday. He believed this group would be willing to go the limit to protect the business in which we are interested but felt the proposed cut was just a matter of opinion on the part of a few. However, when we get to a really tight place we will all be there doing all we can to meet the emergency.

Billie Hines followed Arlie's remarks by asking that we get the necessary facts. Is this proposal with its accompanying cloud of gloom pressure to make people leave the organization? Is it to get us all to be paid on the basis of our actual needs whether or not we believe in that method of payment; or is it really the financial situation?

Arlie wondered why, just overnight so to speak, it had become suddenly so dark. If there are reasons he thought we should be told of them.

Howard asked if we did not think it would be better to have definite procedure to follow. He thought we should go on without reducing our present income but in the event an emergency arises so we cannot meet the entire payroll from the cash on hand we just don't meet it that particular time.

Homer assumed, since we have been accused so often in the past, that we have too high a payroll and too heavy an inventory. We have removed the barriers preventing the reduction of our inventory by our new price level so he wanted to remove the other by lowering our payroll. If we took from the company only what we must have to live on for thirty days we should be doing business the above assumption being true.

Several Council members including Arlie, approved of Howard's suggestion. They would rather continue on the present salary and gamble on our future inability to meet payroll by preparing themselves as best they could to meet the actual situation when it occurs.

Powers evaluated the three alternative plans given. He agreed with Howard that we could not run a business on uncertainty but feared that two or three weeks without any pay check would break morale. He agreed also with John, who although he did not suggest an alternative, believed we could not safely reduce salary without endangering the things that make this organization meaningful to us. He saw only one other thing to do—lay people off; or as a last resort, we might continue as long as we could and then go out of business.

To Powers' last remark, Bert said he was not so interested in our creditors individually as he was in members of our group and he would agree that they probably needed the money much less than we do but from a business standpoint we must consider them. He did not believe in the system under which most business operates, but since we must deal with them we will have to abide by it. He would rather retreat a little than be placed in a compromising position with our creditors.

Powers said that if the only way we could save the business was by accepting Homer's proposition we would be in a better position to make the necessary adjustment now than during the tomato season. If we should happen to become subject to our creditors the position of our technicians probably would be less safe than the rank and file worker. For 90 per cent. of us there is no alternative but to stay by the business because we believe in the fundamental goal and we would be quitters if we did otherwise. If non-believers wish to leave it is up to them to do so. In case anyone felt Powers was in a better position than he, in event it became necessary because some might be evicted from their homes, he would be willing to move into some of the buildings here and allow someone to occupy the house in which he lives on the farm but for which he pays rent.

Howard replied that whatever constituted our fundamental goal our future did not rest on reductions in salaries but in sales. Powers answered that our fundamental goal was the successful operation of business on a plan of industrial democracy by which we oppose the capitalistic system. If he were bright enough as a business man he would suggest another alternative than a wage cut.

Billie Hines saw no use hurling ourselves against a stone wall by trying to put democracy over too strongly. Since we have to be in contact with the capitalistic system and do business with them we have to play the game with them to a considerable degree and hope they may see merit in our way ultimately.

There was more discussion on the proposed plans with many favoring Howard's plan, including Leo, who said he approved it for still another reason than those already given. He opposed a percentage reduction because it would leave money for easy spending, whereas this method would not.

Viewing the prospect of our financial needs during the coming tomato season, wonder was expressed because those who a short time ago influenced us to increase our acreage of tomatoes now see the picture so darkly.

Arlie said since all of our creditors have collateral except a few minor accounts he did not fear a receivership. He suggested that we register our preference of the proposed plans by ballot.

The proposals were listed as follows:

1. A 33⅓ per cent. reduction in the pres-

ent payroll or the skipping of every third salary check.

2. To write off payroll each time we do not have ready cash in the bank to meet it completely.

3. Accept as salary only necessary food and supplies for a period of thirty days.

4. A 25 per cent. reduction in present payroll.

A trial vote showed the following results: Plan 1, 11 votes; Plan 2, 59; Plan 3, 5; Plan 4, 18, or a total of 82 votes.

There was some restating of the reasons for preference between the plans. Some people, including Miss Franz, felt that they would be more comfortable and could adjust themselves more easily with a flat percentage reduction. Others thought the security would be no greater because if we had no cash we could not pay anyhow and with our present salary one should make some provision against the possibility of our missing a check occasionally.

Leo Tearney reminded us that the Label Room had a car of goods to get out yet that day so we took a final vote on the two plans receiving the highest vote on the trial ballot. The final vote resulted in 70 favoring Plan 2, and 14 Plan 4.

It was agreed that the accounting department should have the authority to decide what bills should have precedence over payroll. Whether or not we could meet payroll any particular week is to be left to the discretion of Howard Herner, treasurer, and in his absence, Kenneth Lucas will decide after consultation with the Expense Committee. Howard or Ken will notify us as soon as they know it will be necessary to skip a payroll. After some consideration of how this ruling will affect the wage workers it was decided to ask them to decide and notify us whether or not they wish to receive their check when it becomes necessary to skip a payroll.

Meeting adjourned at 4:05 P. M.

Those participating were: Wm. P. Hapgood, Powers Hapgood, John Brophy, Milburn Forth, Arlie Myers, Howard Herner, W. H. Hines, Albert Hines, Walter Mullen, Homer Shelley, Leo Tearney, Dorothea Nord Holt, Chloe MeHarry, C. E. Franz, George Gregory, Mildred Whicker, John Thomas, Nellie Gray, Josie Baker, Russell Easley and Blanche Steel.

C. C. Meeting, Friday, May 20

Chairman, Kenneth Lucas.

Minutes of last Friday night's meeting were read to the Council in 14 minutes. There were a few minor inclusions to be made before the minutes are published in the CAULDRON. Miss Franz wished more explanation made of the fact that she wished the present secretary to become proficient in shorthand not only to facilitate minute taking but also that she might be of more help in the office at times when there is a great amount of dictation. The minutes were approved and commented upon favorably.

As there had arisen on the floor of the factory a question as to whether or not we would operate May 30th, it was the consent of the Council that we do not work that day. As regular procedure we recognize the following holidays unless exception is made: New Year's, Memorial Day, July 4th, Thanksgiving and Christmas.

A letter from A. A. Heist protesting the itemized expense account and other recent actions of the Council was read by the secretary. There was some comment on the way in which the protest was made. Some felt it was a little more caustic than the occasion warranted, but Hewson asked that we ignore the things we did not like about the letter until "Al" is present, as protests came in from everywhere on the action which seemed to be what "Al" had called it, "undemocratic." Arlie agreed and also suggested that we present the letters of protest from the others of our people on the road which have been read to the Council but upon which no discussion has been entertained to date, when the majority of our salesmen are present in Council. Cornell Hewson, a salesman who happened to be present in the meeting, objected to being drawn into the discussion on the question of the itemized expense account vs. the per diem as his protest would be as one person and not as a representative of the sales group.

We next considered allowing leaves of absence without pay to those persons who have work to do at home which they must hire done. This was suggested by Josie Baker in an earlier meeting as a way of adjusting personal expenses to meet the financial situation in which the company finds itself. It was suggested that they be allowed such leave provided they want it and are not needed here. It might be arranged by the head of the department in which the individual works. In reply to a question, Hewson suggested that we might invest leaders with the power to grant leave of absence without pay to people in their department during this period of financial adjustment but such leave should be reported to the Council. This method of procedure was unanimously acclaimed.

It has been our custom in the past to elect officers for the Council at about this time every year. Heretofore nominations have been made from the floor although last year the Committee on Committees acted as a nominating committee with some additional nominations made from the floor at that time. It was the wish of some that we have a nominating committee appointed this year. It seemed better to have a committee do the selection of nominees and forestall quick action in Council that we might later regret. Arlie said this was no reflection on "Red" Knapp, as he thought he had made an exceptionally good chairman. Hugh Bogardus moved that

the Committee on Committees appoint a nominating committee of five for this purpose. Billie Hines preferred that the Council elect the committee as he thought that procedure was more satisfactory to the workers generally. As the course suggested by the motion followed regular channels of procedure and, should the Council not be satisfied with the recommendation from the Committee on Committees they could change it. The motion was seconded and passed.

Many protests from members of the sales department and others not present in Council meetings about decisions reached in Council led us to discuss whether or not we should reopen the discussion of questions with which such people are dissatisfied when such people return to the plant and are present in Council. Hugh Bogardus proceded to analyze the problem as there are innumerable situations with different affect upon the individuals and the group. When a decision affects an individual, action upon the case should be postponed until the person affected is present. As a case in point he mentioned that of Al Heist who is to be conferred with about the withdrawal of his special needs allowance.

When a decision would affect a group, as for instance the recent decision to place all persons who travel for us on an itemized account of their traveling expenses, no decision should be reached until all prevailing opinions could be presented. Hugh stated that we had the viewpoint of some of the salesmen on the itemized account but the facts were that we were not justified in reaching a conclusion.

When a question affects the group as equally as it is possible to apply to all alike, as the Health Program applies, the Council should be able to decide.

Mr. Botts, a new member of our group present at Council for the first time, asked whether we could not discuss a problem, get comments from those absent, then decide? The reply was made that we had suggested that the agenda be sent to those absent and that they send in their ideas, but Dorothea said this had not been practiced as the agenda is so uncertain as to make it impractical. Mr. Hewson pointed out another weakness in that procedure because it is unsatisfactory to express one's self in writing. Regardless of how unbiased the reader tries to be he places his own interpretation on what he reads. One also misses the value of discussion as very often one can change his opinion in the course of a meeting. He referred to the "cat and dog" meetings of 1925, so-called because of the disturbance between people. There was one rule in effect then which he considered a good one. No one could be quoted in a meeting unless he was present in that meeting so that he could challenge any statement attributed to him. It made for caution, clarity and precision.

Arlie agreed it was much better to say things to persons concerned than about them, providing it does not tie up Council proceedings because someone is always absent.

The chairman stated as a case in point, if a man were released and some time later people on the road presented the problem, what would we do?

Hewson answered by saying, if we ever come to the place where this is not a free floor where any of us can present his opinion we will have gone a long way backward and have forsaken a cherished and important democratic practice. When one feels that an action taken by the Council is wrong he should speak his mind then if Council wants to reopen the case it should be okeh. In the main we always have followed that practice.

Howard believed in matters affecting the whole group alike the decision should be final but in anything affecting just a special portion of the group the decision should not be final until that group is fairly represented and then if the decision goes against them they should abide by it.

Homer thought we should give everyone a chance to express his view but did not agree that if some issue affecting the whole organization needs to be decided we should have to have the department in question present.

Miss Franz agreed that there should be fair representation of the person or group affected but it is entirely different when people are in the city and could be in the meeting if they chose to and those who are away on company business and cannot be present. Several agreed that there was much difference whether one is away by choice or necessity.

Arlie favored any department having fair representation in any decision affecting them with which Isaac agreed. There was more discussion about the amount of representation essential to a decision and it was mentioned that it is unfortunate that some of our best Council workers are absent from the meetings much of the time because they are away on company business.

Hewson was of the opinion that an important factor in any case is the right to be heard. It should be the inherent right of the individual involved to present his own case whether or not we dislike him or are annoyed by him. Arlie agreed it is not a question of likes and dislikes and said that although he spats with people sometimes that does not necessarily mean he dislikes them.

It was decided that no motion need to be made to cover this discussion, but the points that had been made be recorded as the sense of the meeting and a guide for future procedure.

Mr. Botts, whom Mr. Hapgood had employed to represent us on sales in Madison, Wisconsin, gave us his impression of the effects of publicity through speeches in connection with our Columbia program in that market. He spoke from the standpoint of the

average consumer as he had observed our efforts in the recent campaign in Madison. He had heard Mr. Hewson address two meetings and later heard Mr. Hapgood several times in a two-day series of speeches. He was interested in the reaction on various types of people including an ultraconservative professor who having heard Mr. Hapgood speak followed him to two other meetings that day. In a conservative group with which Mr. Botts had been associated, Mr. Hapgood's speech aroused more enthusiasm than any other speaker who had addressed them in a year and a half during which time they had heard speakers of considerable reputation and note. He also spoke of grocers who were practically forced to stock Columbia soup because of consumer demand created by our publicity during the campaign. He did not have data from which to judge the effectiveness of our newspaper advertising in Madison.

Hewson was asked to give to Council his impressions of the Columbia program as he saw it being introduced in Madison and Milwaukee. He agreed that it is important that Council get different viewpoints on Columbia label efforts and effects. He received his first actual experience in Columbia label work in Madison where he found diversified reactions from retailers, some of whom were anxious to get away from Campbells and others who looked upon Columbia as just another brand. That Columbia soup was a weapon against chain store competition was appreciated by some but not by others. Unfortunately we went into Madison at an inopportune time as it had just been well campaigned and even couponed by several other soup companies. He also cited cases where the influential retailers were forced to stock Columbia soup because of consumer demand. He believed Madison affords a fertile field for Columbia Label products as there is much liberal social thinking both in the town and university groups. It is a small town where one may expect more accumulative power in sales if follow-up work is properly done. He believed in that market although our soup is still retained under the Simon Pure label we will have better results than in Milwaukee where Roundy has given up their private label and carry our soup only under Columbia Label. With regard to Milwaukee some retailers who had built up a strong trade on Roundy's Supreme soup were somewhat angry at what they considered Roundy's summary action in discontinuing their own label. Some retailers were indifferent and some who had failed on Roundy's were glad to try Columbia because of the assistance we give in advertising. Mr. Johnson, of Roundy Peckham and Dexter, had expressed his appreciation of the way our men worked and the pleasure his men found in working with them.

Neither Madison or Milwaukee have had time to prove themselves, but Hewson saw a much more intricate problem in a city of one-half million like Milwaukee than in Madison. He thought the social appeal important, but did not believe business would repeat on that grounds unless the consumer felt he had gotten value received in the quality of the goods. He felt we must maintain at all times the highest quality possible as has always been our custom. Personally he felt there was some measure of hope in Columbia Label but as yet he was not entirely sold on it. In some markets it probably proves effective and in others perhaps not.

Hewson introduced Mr. Johnson, of the Peter Lennon Company of Joliet, Illonis, a company for whom we have packed our products first under Golden Sheaf label then more recently under the Clover Farm brand since they have become a part of that voluntary organization. Mr. Hapgood had talked with Mr. Johnson about our Columbia label program in which he became interested to the extent of discontinuing Golden Sheaf and accepting a campaign on Columbia Label. Because of his interest in our social program he wished to pay us a visit so he and his men might be better acquainted with us. They had motored from Joliet and spent the day here.

The chairman asked that Mr. Johnson be honest in telling us just what he thought of us, to which he replied that to do so was not hard in this instance. He had seen the value in our assistance and co-operative work on Columbia Label when he arranged for a campaign. He believed their visit here had been profitable from an educational point of view and also that they were more prepared to talk Columbia soups. He spoke of our ability to reason things out as displayed in our Council meeting and believed our experiment, if we still regard it to be in that stage of development, to be worthy of further effort. He appreciated the serious problems with which we were faced, saying that all business concerns are in the same boat. He introduced the salesmen who had accompanied him from Joliet and with whom our salesmen will work there soon. They wished us Godspeed and good luck.

Meeting adjourned at 8:25 P. M.

Participants were: C. E. Franz, Dorothea Nord Holt, Arlie Myers, Hugh Bogardus, George Gregory, Howard Herner, Homer Shelley, Cornell Hewson, William Hines, Mary Lipferd, Mr. Botts, Isaac Davies and Mr. Johnson.

C. C. Meeting, Friday, May 27

Chairman, C. W. Knapp.

Minutes of the special all-day Council meeting, held Monday, May 16, and Tuesday afternoon, May 17, were read to the Council. The secretary asked that very close attention be paid, as these were important meetings and it was especially essential that the records be interpreted clearly and correctly. Powers wished to be sure he would not be interpreted as saying our salesmen should have more salary than people working in the plant, but that expense allowance should be high enough to include all cost incurred by being on the road.

William Hines asked how we arrive at when and when not to include the names of people speaking or being spoken of in the course of discussion. In one case in point the name of an individual had been included when he had been commended, but his name had not been mentioned when he had been used as an example of questionable procedure. The secretary replied that in the particular case in question, one person was used as an example of questionable procedure and not as a personal criticism. Clarity would not have been increased by including his name in that case. In the instance where he was commended, the meaning of the reference would have been practically lost had we not known to whom the comment applied. In general that is just one of the problems one must decide in the writing of minutes so as to produce the clearest picture without playing up or suppressing individuals or coloring the discussion by too personal reference. Powers also objected to the associations, probably carried over from war days, of the word seditious as used in connection with the practice of spreading false impressions about the business. At best it seems despicable for members of a democratic organization to engage in untrue gossip about their business. With recognition of these criticisms and corrections, the minutes were approved as read.

A report from the Committee on Committees was presented by Basil Covert as follows: As instructed by Council, the committee met to select a committee of five people to nominate candidates for chairman of Council. A vote was taken resulting in the following people being accepted as members of the committee: C. W. Knapp, H. D. Nord Holt, Bert Hines, C. E. Franz and Kenneth Lucas.

The Committee on Committees had also met to check all committees to see if any needed reconstruction. The chairman had questioned the chairman of each committee and it was found that only two committees needed revision. These two were the Standards and the Sanitation Committees. The chairman of the Sanitation Committee felt that although each member of that committee was active, that more people from the plant should have a chance to serve on that committee. It was taken by consent that B. Covert and E. Carlisle be removed from that committee and that Leo Zike and Gilbert Givan be placed in their stead. Also that Bob Trueblood, who was an alternate, be made a regular member; that the Sanitation Committee be composed of six regular members—Chloe MeHarry, Joe Watson, Gilbert Givan, Leo Zike, Glen Lipferd and Bob Trueblood—any five of whom constitute a quorum. It was decided to postpone action on the Standards Committee until Council decides what new duties, if any, are to be given to that committee.

It was moved, seconded and passed that we accept the committee's recommendation. Questions and discussion from the floor informed us that the desire for a Nominating Committee for Council officers had arisen because we felt in that way the best material from the group could be chosen precluding any hasty action which might terminate in the election of unqualified persons. Some thought it a more democratic practice to have the selection of nominees made by a committee approved by Council for that purpose than for them to be selected directly by the Committee on Committees. This practice of having nominees selected by a committee does not prevent nominations coming from the floor also. It has been our practice to elect a chairman each year. That does not mean the chairman in office is not eligible for re-election.

Regarding the recommendation of a change in the Sanitation Committee, there was a slight objection because the chairman of that committee had been removed, but it became evident that it was in order for the committee to reorganize at this time, so it was no handicap to have an officer removed. Also Basil is kept sufficiently busy at committee work by being chairman of the Committee on Committees.

Cornell Hewson asked that he be allowed to make a report of voluntary action taken in the Sales Department. Effort had been made by telegraph and letter between our crews in Milwaukee, St. Louis and New England to put into effect an economy measure compatible with the existing financial situation. Beginning with Sunday, May 22nd, by vote of the group, the salesmen had decided to go on a $4.00 per day expense allowance. As they believe economy is necessary and because they as a group are neither unmindful of the situation or unwilling to co-operate in matters of expense, this action was taken.

Dorothea read a note from John Brophy and Leo Tearney, who were then at St. Louis, incorporating the assent of the Milwaukee and New England crews and informing Council of the action just reported by Cornell.

Walter Mullen believed the new arrangement would work a hardship, particularly on some who found it hard to get along on the $5.00 per diem without personal financial loss.

Howard agreed with Walter and asked if this action included speakers. William Hines suggested that those who had not volunteered to accept the $4.00 allowance should not need to do so.

Cornell replied that he did not know if speakers had been consulted, but thought all of the salesmen had been seen by now and have accepted and presumed the speakers would wish to do likewise, although he did not know.

Dan Donovan arose to say that a year ago our salesmen voted to reduce their per diem allowance from $6.00 to $5.00, not because $6.00 was too much, but because the action was compatible with other adjustments being made at that time. Now they have voted to get along with $4.00 for the same reasons. He believed the adjustment would inflict no greater hardship on our salesmen than the present salary does on the families of salesmen and the people in the plant.

Cornell appreciated the mild protest by Council against the self-inflicted reduction taken by our salesmen. He believed it would be harder for some than others to make the necessary adjustments, but each will reorganize his expenditures and "get by."

Al Walters wanted to be explained to why we thought an adjustment in expenses was harder on some than on others. Cornell was surprised that Al should ask such a question with the traveling experience he has had, but explained the additional expense incurred by those who must do much short stop travel by train. Miss Franz added more information pertaining to the additional expense incurred by those who must do much traveling.

Powers said the point under discussion was the very thing that had caused him to change his preference from a per diem to an itemized account basis for paying traveling expense. He did not approve of the action taken by the salesmen because he believed a per diem lower than $5.00 would be a hardship, particularly to some people.

Arlie did not object to voluntary action by the salesmen in the attempt to help meet the situation, but he did think since the boys are out representing us of the Columbia Conserve Company, we do not want them to live in places that will lessen their prestige with jobber salesmen with whom they work. He desired that our men should be financed to enable them to maintain a standard equal to that of salesmen of other canning industries and hoped if they do find it difficult to maintain the proper standard of appearance and living, that they will feel free to come back and ask for a readjustment.

Billie Hines believed it would look better to the men with whom our men are working if they are living economically especially at this time of general financial stringency.

Powers moved that we rescind the action taken some time ago that when one spends the night on the train and charges the cost of a sleeper that he turn in only half of his per diem allowance for that day and substitute in its stead the payment of a full per diem regardless of whether or not one charges a berth. Arlie seconded the motion.

There was more discussion about the reduction taken by the salesmen. Chloe favored we accept and appreciate the action taken by the salesmen, but hoped they would feel free to tell us if they find they have gone too far. She preferred an itemized expense account, but considering the preference of the salesmen for the per diem arrangement, she felt they had gone half way.

Howard and Bert both opposed the action because it would be unfair to some and not as completely equitable as an itemized account.

Dan thought if the adjustment proved to be inadequate in any particular case, a special adjustment could be made, but characterized the action as a generous gesture on the part of our salesmen.

There was some expression of appreciation of the gesture, but Walter said he would feel better if our salesmen would accept the $5.00, then return what, if any, was left after all expenses were paid.

It was taken by consent, under protest by some, the voluntary action taken by our salesmen in reducing the allowance for traveling expense from $5.00 to $4.00 per day during this emergency period be accepted by the Council.

In the support of Powers' motion, Arlie considered the case of Mr. Hapgood as an example. As he travels very often by Pullman two nights in succession, he often had to pay for a hotel room also in order to have some place in which to work and rest. He believed those who travel by train need all of their per diem allowance in addition to charging their berth because of the additional expense incurred by traveling in that manner.

Upon being questioned, Hewson replied that he had considered traveling by train, as he does considerable of it, and the one-half per diem in that connection when he voted for the new low allowance. He believed Leo, who would be another who would be greatly affected, must have considered it also. He believed the individual would be able to make the adjustment willingly since he has been penalized by his own free will, a course which should be within his own right. To a question as to why the salesmen protest an itemized account, Cornell said ample protest has been given in the meetings we have recently been through, the reasons for which cannot be assumed by one, so he should feel obligated to refuse to go into detail until all or nearly all of the salesmen could be present.

Howard and Homer opposed Powers' motion because they believed the salesmen had agreed on the $4.00 allowance after having given those things proper consideration.

Hewson opposed the motion because it would only tend to complicate matters, and since Mr. Hapgood has been on an itemized account for some time, a privilege which would probably be granted to anyone, he could not be affected.

Powers did not see why anyone would want to sacrifice another who might have to do more travel by train than he and asked if there had been any mention of train travel in the communication between crews. Cornell replied that there was not that he saw. As Leo considers carefully before he reaches decisions, and since he favors the new per diem under these circumstances, Dan did not think it probable that Leo had overlooked this ruling covering travel by train.

A vote on Powers' motion showed 13 in favor, 20 opposed and 11 not voting. The motion was declared lost.

It was assumed unless otherwise specified, that all persons traveling for us during this emergency period will be on a per diem allowance of $4.00.

Dorothea presented a letter from Bob Davis asking, because of the few salesmen we intend to use on the road and the scarcity of work for them in the plant, that he be granted a leave of absence, without pay, from June 3rd to August 5th. This absence is not to affect the regular vacation coming to him for which he is entitled to be paid.

There was some discussion as to how our disrupted vacation schedule would affect salesmen, but as the amount of vacation Bob was expecting and because salesmen get vacations when and if it can be arranged within the department, there was no special relevance to Bob's request for a leave of absence. It was moved, seconded and passed that the request be granted.

It was the pleasure of Council that the salesmen be included in the ruling limiting our vacation to two weeks at the present time.

Leo Zike presented the resignation of John Roney, to become effective Thursday, June 2nd. John plans to buy and operate a confectionery and lunch room. Arlie moved and Bert seconded that we accept John's resignation with recognition of his long years of service with us. The motion was carried.

Dan suggested that we tender to both John and Elmer, who resigned recently, an expression of respect and regard for their service with us. It was requested that the secretary do this by letter.

A report from the Sales Committee was read to Council by Miss Franz. As it was near our adjourning time, discussion on the report was withheld until our next meeting. It was reported that Mr. Hapgood had been talking to jobbers in the East and has found an encouraging spirit among them.

Meeting adjourned at 8:35 P. M.

Participants were: Mary Lipferd, Powers Hapgood, Cornell Hewson, Dan Donovan, Chloe MeHarry, William Hines, Walter Mullen, Albert Hines, Glen Lipferd, Basil Covert, Homer Shelley, C. E. Franz, Dorothea Nord Holt, Howard Herner, Albert Walters, George Gregory, Mildred Whicker, Leo Zike.

♦ HUMOR ♦

At the Ball Game

Mrs. Newlywed: "Who is that man in the blue coat, darling?"

Mr. Newlywed: "That is the umpire, sweetheart."

Mrs. Newlywed: "And why does he have that funny wire thing on his face?"

Mr. Newlywed: "That is to keep him from biting the players, honey."

Worse and Worse

Uncle Hiram: It says there in the paper a robber robbed a bank on Sunday, Matilda.

Aunt Matilda: Well, what is the world coming to—robbing banks on Sundays, Hiram?

All Wrong

"It's all wrong about the Irish being good fighters."

"Yeh?"

"Yeh. Last night me and my brother Gus and two other fellows licked one."

Abe had shot a man and was sentenced to be electrocuted. On the morning of the execution the warden told him how sorry he was, and how it was going to cost the state $500 to electrocute him.

"Bum business," spoke up Goldberg. "Give me $50 and I'll shoot myself."

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The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
—Shakespeare

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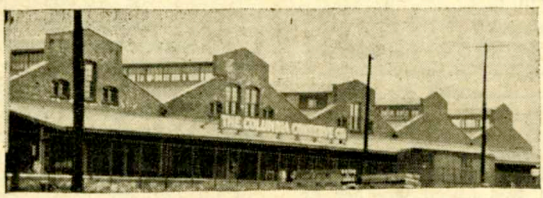

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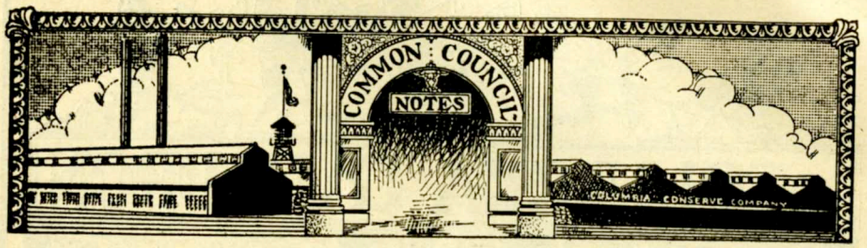

NOTICE TO ALL CAULDRON READERS!

BECAUSE of the necessity of reducing our expenses to the minimum at the present time, we have decided temporarily to reduce the size of THE CAULDRON. For the next few months it will consist merely of Council minutes, as we believe that the minutes are the most valuable part of THE CAULDRON. It will appear once a month as formerly.

Anyone who wishes to contribute toward the support of THE CAULDRON for the time being may do so. Those who wish to continue receiving the magazine, however, and cannot afford to contribute will continue to receive it. We are anxious to revise our mailing list, however, as it is somewhat out of date, and wish that all our readers who desire to continue receiving THE CAULDRON would send us their names and addresses.

If we do not hear from you by September 1st, we shall take it for granted that you are no longer interested in receiving our magazine and shall remove your name from our list. Please let us hear from you as promptly as possible. THE CAULDRON COMMITTEE.

C. C. Meeting, Friday, June 3rd

Chairman, C. W. Knapp.

There were so few people present for the meeting, the question was raised whether or not we should attempt to hold Council. We were hesitant to disband even though the attendance was small, but the nature of the items on the agenda were such as could not be handled effectively by a small group.

Powers suggested that our next Council meeting be during the working day; first, because it was important to have almost everyone present to consider adequately the questions on the present agenda and, second, because we do not have sufficient work to keep everyone profitably employed.

Although pressure of temporary work at the Columbia Farm probably kept some of the men from the meeting and would necessitate most of the men working the following day, the lack of attendance looked like evidence of demoralization engendered by the scarcity of productive work.

Hugh Bogardus suggested that we have meetings on Friday afternoon instead of at night during this period of low production. Several agreed with this proposal.

Kenneth Lucas moved that our next Council meeting be held Friday, June 10th, at 1:00 P. M.

Miss Franz and Dorothea thought we should not plan definitely for a meeting during working hours that far in advance because it might be necessary to run production at that particular time. The production manager was absent and could not be consulted about the probability of this happening.

The motion was changed to read that we have a daytime Council meeting next week if and when production permits. This motion was seconded and carried.

Meeting adjourned at 6:30 P. M.

C. C. Meeting, Friday Night, June 17th

Chairman, C. W. Knapp.

Minutes of the meetings of May 20th, May 27th and June 3rd were read to the Council for criticism and correction.

Mr. Hapgood objected to the use of the word gesture as descriptive of the voluntary action taken by the Sales Department in reducing their per diem allowance. Dan Donovan said he had used the phrase "generous gesture" in a facetious way; however, this "Beau Geste" manner could not be transmitted to the minutes. In his criticism of the action of one of our salesmen, Mr. Hapgood wished "questionable conduct" changed to "questionable judgment" as better expressive of his meaning.

Excepting these changes, the minutes were approved as read.

Howard Herner presented communication between us and two of our brokers who have showed a remarkable spirit of co-operation and good will toward us and for which Council was appreciative. It is always gratifying to be reminded that someone is willing to assist us. Mr. Hapgood added that Norman had received a letter from a man connected with a New York advertising agency who was so much interested in what we are doing that he wanted to help us without cost to us.

Preference over the prepared agenda was given to a request from the Finance Department. Howard Herner asked that, inasmuch as it is necessary to conserve our cash income at the present time, we rescind the ruling that we pay, to those persons resigning from our employ, cash for their preferred stock in the company as well as their deferred salary. The group has voted to transfer our deferred salary into preferred stock as soon as we have sufficient stock to pay it in full.

Howard recommended that we do not pay preferred stock or deferred salary until on or after January 1, 1933. In reply to a question, Howard said he wished that to apply to those persons whose resignations were to be presented at tonight's meeting.

Mr. Hapgood established his position in relation to the proposal. He thought it might not be legal for us to buy preferred stock on demand from employees who may resign. Should non-workers object, it might lay us open to serious criticism. We have no legal right to give priority treatment to some by differentiating between working and non-working preferred stockholders. We have assumed it our ethical right to do so as long as it does not affect our financial structure. He was in accord with the proposal of the Finance Department on two counts: One as he had explained was on legal grounds and again as a practical measure as he felt that it should be done. On one condition he felt it would be ethical for us to buy preferred stock and pay deferred salary in cash, that condition being that the person withdrawing was one who needed the cash worse than we do.

Mr. Hapgood believed that we will be in an increasingly difficult cash position for the next few weeks. Our sales are normally at an extremely low ebb at this time of year. Under the present conditions, retailers are reluctant to buy what they are going to need tomorrow. We may expect our income to be extremely light until August; after that he was not attempting to guess. If retailers retain their extreme caution in buying, what they will do during the fall season is hard to predict. For the present at least he felt we would have to steel ourselves against a reducing income.

Walter Mullen feared the proposed plan would lay us open to the possibility of withdrawing employees selling their preferred stock on the outside at a reduced price. Mr. Hapgood said that although some people might do so, thus causing us annoyance, it would not be a financial drain on us. Leo Tearney thought that in the past, like action had caused us financial harm. Howard replied that in the past we have had to buy back stock at a profit to the holder because they inconvenienced us by refusing to sign an agreement.

Dan Donovan recalled that a few weeks ago all those who were willing to resign were invited to do so, and it was proposed that we pay eight weeks' salary in advance to them. Now it seemed that the tables were turned and we were attempting to erect a barrier to keep them in. He was opposed to penalizing those who were complying with what they had been led to believe were our wishes, especially those who had contemplated resigning in the expectation that they would draw both the payment on their preferred stock and their deferred salary, and probably had made plans for which they would need their money.

Howard said he was just expressing his views of what should be done under the existing circumstances to safeguard the business. He did not think those persons who had signified their intention of resigning knew anything of his proposal before this meeting.

Mr. Hapgood admitted that a few months ago he had suggested paying eight weeks' salary in advance to those persons who thought the going would be too hard for them, but no action was taken to support his proposal. The picture changes rather rapidly nowadays, so he was not willing to support now what he had approved several months ago, or even two weeks ago, at least he did not wish to commit himself to do so.

Dan agreed that conditions were changing rapidly, but disagreed with making an action retroactive, particularly in the case of those persons who had signified their intention to resign. It might be well to have such a ruling henceforth.

John Brophy believed the impending resignations could still be withdrawn, as they had not yet been acted upon. He was interested in our cash position and believed we should not be expected to pay as we had done in happier days, but should have the right to change our mind. He approved of Howard's proposal to become effective immediately. To him group needs should receive paramount consideration.

It was pointed out that the existing ruling need not be rescinded, as a new ruling supersedes the old.

Hugh Bogardus moved that as of tonight, and to continue until at least January 1, 1933, we do not buy preferred stock of individuals leaving the organization. This should not preclude those persons leaving from asking consideration for financial assistance from the company.

Kenneth Smith opposed the motion, stating that in his opinion our thinking was a little twisted and that we had just about turned capitalistic. He called attention to recent discussions wherein our "vast resources" were mentioned, intimating that we have facilities for sustaining and housing ourselves and our families within our own property. He felt we have the whip hand so why should we compel people to remain here as we were seeking to do by the proposed ruling. Ken believed there were numerous factors tangled up with the proposal, all of which tended to make him think we were scared of our own security and wished to penalize the ones who had nerve enough to leave. In his opinion most of the people who

were leaving were reasonable and would not demand all of their money at one time.

To Mr. Hapgood it was inconceivable that anyone should think that we would want to make anyone stay with us if he would be miserable doing so.

Walter believed people were and would be forced to leave because they have families to consider. He would not feel right to withhold what such individuals have invested with us.

Mr. Hapgood had already said that if such individuals cared to present their need for financial assistance, it would be considered. He corrected Walter in that we were not obligated legally to buy preferred stock either of workers or non-workers. Were such the case and they cared to do so, our stockholders could make a run on us and put us out of business.

John restated his position. When it comes to a choice in the interest of the group who are here to stay, we can't afford to be as liberal as we have been in more prosperous days.

Mr. Hapgood asked if anyone was under the impression that persons were sacrificing by leaving us, or do they think they can do better on the outside? He believed they had chosen a new situation because it appeared more pleasing to them.

Leo Tearney did not believe those who were resigning were doing so because they were yellow. There were those who felt they could get by with what they had received from here and believed they were making it easier for us by their withdrawing. Chloe MeHarry did not blame those who were withdrawing, but believed it would become dangerous if it kept up. Miss Franz desired to protect the company and preferred to buy stock only in rare instances. Arlie Myers approved the ruling postponing the buying of preferred stock. He believed we should buy stock only when we were able financially, or in cases where the individuals' needs for cash are shown to be greater than ours. He sympathized with those who were leaving because he thought they might well be confused and not know just where they are by all the suggestions of communal living, etc., and because the picture is now and then painted so black.

Miss Franz replied that she was opposed to communal living, but she was not going to leave because such suggestions have been made. William Hines was sure no one or two people could make us colonize unless we so chose. The chair ruled out this sort of discussion as being irrelevant to the question involved.

Ken Smith believed those who were leaving were making sacrifices; for example, they were forfeiting their share of the common stock.

William Hines said we have been buying preferred stock because we wished to and not because we were obligated to do so, but if it is not legal, we should not do it henceforth. Arlie replied that although we might not be legal, at least we tried to be humane. Mr. Hapgood preferred to loan individuals money rather than to buy their stock under the present conditions. Dan suggested we use their stock as collateral.

John reminded us that the motion did not preclude the individual asking us for financial assistance. To him it was a matter of policy. We should question what is the wise thing to do more than what is legal.

Bert Hines asked what would we do if a non-worker wished us to buy him out. Mr. Hapgood replied that they probably would not as long as we treat them fairly. If we don't protect them, that is a different matter. If we so handle the business as to wreck it as far as we who produce are concerned, that is one thing, but should we so manage that we lose all and sink them with us, that is another. We have tended to be too generous, and in his opinion it could be carried to self-destruction.

There was an attempt to restate the motion to mean that we do not buy any preferred stock. Ken Lucas asked why we did not include common stock even though, as was pointed out, we would have to get the consent of all of the holders of common stock.

There was some question of the exact status of the deferred salary the group agreed to accept as preferred stock, although it has not yet been transferred pending a new issue of stock. Howard was of the opinion that since it was agreed to accept it as such, it is as if it were already issued as stock.

There was considerable discussion on the implications and technicalities relating to the expression of the motion toward clarifying Council's mind on just what we wished to express and vote on.

The motion was stated thus: As of tonight and continuing to at least January 1, 1933, we do not buy preferred stock of individuals leaving the organization. This does not preclude those persons asking consideration of their need for financial assistance of the company. A vote showed forty-four in favor and six opposed.

There was considerable question as to the status of the deferred salary since it was not as yet transferred to preferred stock. Howard and Mr. Hapgood agreed it was already in the same category as preferred stock.

Dan asked if Council had the right to vote away the rights of individuals, to whom John replied that we develop policy according to our best information at the time; whether or not it is legal is another question.

Mr. Hapgood moved we make no payment on deferred salary either in cash or preferred stock before January 1, 1933. This motion was immediately seconded by Mary Lipferd.

Ken Smith spoke at some length, saying in part that before the time when the deferred salary is agreed to be paid, something will be done so it never will be paid. He felt also that rather recently we had spent around $13,000 almost uselessly. Recently sales expenses were to have been cut drastically, which has been done to some extent, and it seemed to him to follow that we were about to cut out deferred salary. He felt the usefulness of such a procedure was not worth the worry entailed by it, suggested we were getting excited, and compared us to the Congress.

Mr. Hapgood thought we should cancel the deferred salary, as in his opinion we had not earned it when we were running the business at a loss. He would be delighted to withdraw his motion to support one to wipe off the deferred payment. Ken Lucas believed we would be wise to cancel it if we were looking for safety. There was some discussion as to how this would influence our position with the bank, resulting in Mr. Hapgood offering to take the matter up with them, as he planned to see them soon. He later offered to do so by letter after Leo had doubted that Mr. Hapgood would present an unbiased version of the proposition to the bank since he himself felt that we had not earned that salary. John believed we could expect only one reaction from the bank, no matter how it was presented, as banks are more than conservative. Howard was opposed to wiping the deferred payments off the books.

Arlie asked if we had some undistributed preferred stock and suggested that we pay deferred salary to those who are leaving our employ in preferred stock. Mr. Hapgood saw merit in Arlie's suggestion and moved that deferred salary be not paid to any employee until on or after January 1, 1933, with the exception of those people leaving the organization, and that they be paid their deferred salary in preferred stock. The motion was seconded.

Ken Smith asked if such stock would be bought and sold at face value providing the cash value had fallen. It was presumed that we would pay face value, but it is impossible to prognosticate what the value will be on January 1st. A vote on the motion showed thirty-nine in favor and eight opposed.

As we were about to present the resignations to be acted upon at this meeting, Ken Smith made a motion that the rulings made in this meeting be not effective to those who resigned tonight. Dan Donovan seconded this motion and stated his position as he felt that those people had made arrangements believing their resignations would be acceptable. He personally would be willing to make more sacrifices, which he considers opportunities, to enable us to meet these people's expectations. Dan withdrew his second to Ken's motion when he learned Ken wished to include not only those who had signified their intention of resigning but also anyone who might now decide to do so.

Ken Smith said they might do whatever they chose with him, but had his motion been supported and passed, he would have resigned immediately after. He characterized the conditions as criminal when one could not depend on anything even a few minutes.

Mr. Hapgood moved that we make a special exception in the case of Ken Smith, pay him as he desired and let him go. Mary Lipferd seconded this motion.

There was obvious opposition to Mr. Hapgood's motion. Ken Lucas said we shouldn't penalize anyone who is frank, honest and sincere, and he believed Ken Smith had been talking in a spirit of emotion. Mr. Hapgood thought it apparent that if Ken were forced to stay, he would be unhappy. He hoped it was correct that Ken had spoken when under emotional strain, but thought he should be allowed to get out provided he had meant what he said for some time or still meant it tomorrow. He was willing to withdraw his motion until Ken should have time to reconsider. The motion was tabled until the next meeting. Miss Franz and Howard both could not believe Ken had meant just what he had said.

Leo Tearney wished that we make it clear to those resigning that we attach no stigma if they should decide to stay. This procedure met with approval and all resignations were withheld until the next Council meeting.

Arlie Myers announced for Council's information that Lawrence Roberts, who had been on trial as a night watchman in the boiler-room, was being returned to the Reserve Department. We received many notices of late rounds and missed rounds from the watchman's signals on his shift. August Huber was replacing him.

Meeting adjourned at 9:00 P. M.

Participants were: Dan Donovan, Wm. P. Hapgood, Howard Herner, Chloe MeHarry, Walter Mullen, Leo Tearney, John Brophy, Miss Franz, William Hines, Hugh Bogardus, Kenneth Smith, Arlie Myers, Mary Lipferd, Albert Hines, Kenneth Lucas, Opal Hassenzahl, Frank Baldwin, Milburn Forth and Dorothea Nord Holt.

C. C. Meeting, June 24th

Chairman, C. W. Knapp.

Minutes of the meeting of June 17th were read by the secretary, who informed Council that Kenneth Smith believed he had been misunderstood in Council and would therefore be misinterpreted in the minutes. Relative to receiving our deferred salary and preferred stock, Ken had meant to say that at the time we had agreed to accept preferred stock to the amount of our deferred salary, stock had had cash value, as the company then bought it upon reasonable request. We have decided not to buy preferred stock, at least not until January 1, 1933; it therefore does not have cash value now. The minutes were approved as corrected.

As the first matter of business, Kenneth Lucas reported for the Committee to Nominate Candidates for Council Chairman. Five names were presented in the order of their selection—C. W. Knapp, Hugh Bogardus, Chloe MeHarry, Arlie Myers and Homer Shelley.

Although it is our custom to allow additional nominations from the floor, none were made and the committee's recommendation was accepted. It was taken by consent that we postpone election until the next meeting to allow Council to consider the relative merits of the nominees for this important position.

Howard Herner, as head of the Finance Department, read a communication from Mr. Hapgood, who, following his interview with Mr. Duvall of our Chicago bank, was more than ever convinced that we should reconsider canceling our deferred salaries. He asked Howard to present his plan to the Council and suggested that we cancel the deferred salary loaned to the company by the workers, and promise to repay ourselves after the two major accounts of the present time are paid. He also stated that he had not mentioned the deferred salary account to Mr. Duvall during the interview.

Howard, in his reply to Mr. Hapgood, had said that he was opposed to canceling deferred salaries outright as he wanted the group to get it eventually, but under the present circumstances he would do his utmost to make the conditions and the proposed plan clear to the Council, so had formulated the following recommendation to support his willingness to do so. He recommended that:

"1. In order to reduce our losses for the twelve months fiscal period ending June 30, 1932, we cancel the deferred salaries outstanding on our records as of this date, crediting them back to the proper expense accounts.

"2. That as soon as our two major debts, the bank and the Continental Can Company, are paid, we then repay the deferred salaries to everyone as rapidly as possible thereafter, whether in or out of our employ; that they be paid before any common stock or payroll dividends are paid again. (The form of payment to be: To those who have resigned to be paid in cash; the form of payment to those who remain to be decided at a later date.) This was later changed to read 'The form of payment to be determined at a later date, depending on the condition of the organization.'

"3. It is also understood and agreed that when the above payments are made, that they be considered a part of our operating expenses for that period in which they are paid. It is also understood that the Accounting Department will keep record of each amount due each employee. These records will be subject to inspection at any time the employee asks for this record, but for the time being we authorize the Accounting Department to write this obligation off of our records for this fiscal period."

Miss Franz asked if he purposely excluded dividends on preferred stock, to which he replied that he had. In reply to other questions, Howard said that the account would be removed entirely from the books and would in no way be a lien on the business, so we could not make a claim for it. It will be kept as an informational record and will be re-entered in operating costs only when we are in a position to pay it. He could see nothing unethical about this procedure as there is absolutely nothing concealed. It amounts to a personal loan to the corporation by each individual, without security, other than our own confidence in ourselves that when the business is in a position to allow it, that we repay ourselves.

Walter Mullen asked if it would be right, under those circumstances, to repay ourselves before we pay dividends. Miss Franz replied that we could repay ourselves as we make donations to others.

In order to promote clarity of understanding, Hugh Bogardus asked if it is probable, in the ordinary run of business, that we will ever be entirely clear of all obligation to our major creditors. As a matter of good business we probably will always owe some bank somewhere. Also in the case of a liquidation of the business, this deferred salary, under the proposed plan, would not even be in the picture.

Arlie Myers also spoke at some length, saying that we have an obligation to Norman Hapgood which we are endeavoring to pay in cash at regular intervals. To Arlie, money earned by labor is just as legitimate and deserving as money earned on investment. He regretted that those persons who were leaving would have nothing but promise that we might some day pay them, although last week we agreed to give them preferred stock for their deferred salary, but now, should the personnel be changed, the new group might say we are sorry, but we have changed our minds and it is your bad luck for leaving. Arlie, however, wished to second Howard's formulated proposal.

Howard replied to Arlie's statement by saying that none of us have anything but a promise that we will ever get our deferred salary, whether we stayed or left, but as long as he lived and had strength he would do his best to see that each one of us received his deferred salary. He wanted the plan thoroughly understood, and in reply to a question by Chloe, said that he proposed paying those who left in cash, when we did pay, as they are giving up their future interest in the business. To other questions he replied that the approximate $14,000 deferred salary, if changed into preferred stock, would increase our operating expenses and thus increase our loss for this fiscal period by that much, as well as increasing our preferred stock dividends. It rightly belonged in operating expense and will be taken out of that category this year and re-entered in operating expense at the time when we can pay it. It could not be deducted from profits until other obligations, for which we use profits, were paid.

There was an attempt to restate Howard's proposal, and the word present was suggested to differentiate from future obligations to our two major creditors so that we might be able to tell when we can consider ourselves free from the present encumbrances, but the reading on this point was not changed, as it might cause the bank to feel less secure.

Mildred Whicker believed we were showing the bank we were desiring to protect them when we went so far as to skip payroll, and she did not believe it was necessary to sacrifice deferred salary.

Ken Smith asked why Mr. Hapgood had changed Howard's mind, to which the latter replied by reading from his letter to Mr. Hapgood in which he stated that he was still opposed to canceling deferred salary, but was willing to make the adjustment incorporated in his proposal.

Powers spoke, favoring the recommendation; agreed with Arlie that there was no more reason for sacrificing deferred salary than for doing the same with Norman's investment, as money due on investment is probably not as deserving as that due on labor; and replied to Mildred that the course we were proposing to follow was very important to banking, first because all banks are worried during this critical period, and also they will be somewhat relieved if their account with us has first lien on the business. In the second consideration a financial statement is looked upon with more favor if the loss is lessened as much as possible, and third, if the proposed plan does not actually and for all time wipe out the deferred salary, it transfers it from a lien on the business, thereby increasing our stability. We will eventually get the amount loaned by us to the company if that organization lives, which we are confident it will, and it will be paid to those who leave as soon as to us.

Reference had been made to the Norman Hapgood account. Howard said he looked at it a little differently than he believed some others did. He considered the favor Norman had done us by leaving his money here to accumulate as it has in the past, a favor to us to have the use of this money. Miss Franz agreed with Howard, and Arlie said he did not object to paying Norman as we were doing, but did oppose again getting into the position where our prosperity and generosity were based on the money of another and not on our own.

There was more discussion on the proposed motion which was termed our "gentleman's agreement" to repay ourselves when we could. Arlie added that if there was anyone in the group who believed the company would go broke, he should vote no; if not, vote yes, because in the case of liquidation of the business, this salary would not be an obligation.

Those people who would have resigned last week, had their resignations been acted upon, would be affected by this ruling were it passed now. Howard would have rather paid them all we owe them and start with a clean slate if we could have done so, and suggested we make some ruling covering the case of those people. It was decided to present resignations before voting on Howard's proposal, thus making them subject to last week's ruling.

Ken Smith said that even though those people were paid in preferred stock, they would have no recourse to their deferred salary. The source of all his trouble in the last meeting was his belief that those who don't wish to stay here should be able to get out and be entirely clear of any connection here.

Dorothea Nord Holt expressed the feeling of several people that some allowance should be made in the case of those people who had signified their intention of resigning last week, as they had resigned under a set of circumstances which no longer exist. Powers was opposed to making easier going for those people who have withdrawn, although they should be given a chance to reconsider. He saw no reason for making exception in favor of those persons who stay here to skim the cream, and now that we are on "blue milk" they want to get out. He thought they had gone to profit themselves and not to relieve us of any burden. Arlie challenged the two-weeks' pay of Herbert Stuvel, as he had left without giving any notice whatsoever. It was requested that resignations be presented at this time. The resignations of the following persons were presented and accepted: Joe Hawkins, Norman Eickhoff, Olive Ferguson, Herbert Stuvel and Robert Trueblood. Powers asked if those persons would receive the amount of their deferred salary in preferred stock, to which the answer was affirmative.

The motion to accept Howard's proposal was entertained at this time. There was objection because those who left were to be paid in cash and those who remained were to be paid as we might decide later. Howard explained his reason as those who remain might desire to be paid in stock and it might be easier to pay it in that form. After some discussion, Powers moved and Chloe seconded that the motion be changed to read that the form of payment to all persons be determined later. This motion was carried and the change made.

Ken Smith suggested we could cut outstanding common stock to 51 per cent. to help meet our deficit instead of always pouncing on the deferred salary. Howard agreed that although he had fought it, we did continually attack deferred salary, but we have already agreed to reduce our common stock holdings. He assured Ken that we would eventually get our deferred salary, which the latter doubted.

A vote on Howard's motion revealed 30 in favor, 9 opposed and 12 not voting.

Walter Mullen and Kenneth Lucas objected forcibly to the motion, as they felt we should either do away entirely with the deferred salary

or keep it on the books as an obligation. They felt we were trying to cover up something or indulge in shady statements. Howard replied that he could see nothing unethical about it, as we were concealing no figures or covering nothing and our agreement to repay ourselves when we could was only a moral obligation on our part and absolutely no claim on the assets of the company. Chloe said that she, at first, had felt as Walter and Ken did, but didn't now.

Hugh saw nothing unethical in the arrangement, as we who stay will get it either as a deferred payment or as an increase in salary. Homer said his understanding from the little of the discussion he had been privileged to hear was that this procedure was entirely useless, had no merit, and as it was just a "gentleman's agreement," really meant nothing. There was some expression against having payment made as an increase in salary. The desire seemed to be that whenever and however it is paid, it be labeled as our deferred salary and paid in one sum.

Powers saw only two logical positions to take, either to keep the deferred salary as a lien on the business or to favor this motion. He could see no subterfuge, and as this discussion will be published in the minutes, the entire procedure is open and above-board.

A revote on the motion showed 35 in favor, 11 opposed and 2 still undecided. On a motion from two of the minority, this vote was considered as final by unanimous action.

We next considered Mr. Hapgood's motion, tabled at last week's meeting, that we make special exception in the case of Ken Smith, providing that if he wished to resign we pay him both his preferred stock and his deferred salary and let him go. Ken asked that this recommendation be accepted.

Powers believed Ken was practically dared to do this, but if he still wanted to leave, we might approve of the motion. He thought it would not be of as much assistance to us to lessen payroll by people leaving as it would be to keep our group intact. Several people opposed Ken resigning because the motion was a direct challenge to him when he was disturbed, nervous and trying to defend his beliefs. Homer Shelley spoke with some heat, saying that we are continually harping for frank opinions and when we get them, this sort of thing is the result. He believed we will never be able to get open and frank discussions as long as Mr. Hapgood reacts as he does. Others have been challenged, but Ken accepted it. Homer felt that Ken has been trodden on and suppressed in Council not only Friday night, but in the past. He thought this practice most detrimental to a democratic organization and the sooner we wake up to the fact the better for all concerned, including Mr. Hapgood.

Howard agreed that there had been much emotion in the last meeting and thought Ken was to be congratulated for speaking his mind. Ken is a member of Howard's department and he did not wish to lose him. Homer asked how much opposition Howard had made in last week's meeting, and suggested had Ken thrown the challenge to Mr. Hapgood, it wouldn't even have been important enough to have gotten into the minutes.

Dorothea Nord Holt objected that all comments being made were not relevant to the discussion. She did not wish to see Ken leave, but if he was convinced that he wanted to, as he has advised Council of being desirous of doing, he should be allowed to go and not be forced to remain. However, she did not believe Ken really wanted to leave, and thought he was unduly alarmed and upset by the fear of losing the money represented by his deferred salary.

Some people felt that Mr. Hapgood had regretted his motion after he had made it.

Ken admitted he was touched by this discussion, but was worried because all the savings he had ever made were tied up here and represented by his deferred salary and he didn't want to lose them. No action on this case was taken and the motion again tabled for later consideration when Ken has had plenty of time to reconsider.

A report from the Needs Committee was given by Arlie Myers. They recommended that Dorothy Walker be paid $15.00 to enable her to bring her four children from the Knightstown Orphans' Home to spend a month's vacation with her. The money was to assist her to pay board for them during that time. She had asked for this special allowance early in May, but for various reasons the committee had not been able to present the recommendation to Council sooner.

There was much diversified reaction to this case as some felt there were more pressing needs being endured by individuals in our group now; that pleasures of this kind should be anticipated and provided for from income, although it would be hard to do so at this time on our present salary. Powers believed this was a very legitimate need for the children to have the vacation they look forward to and the right of the mother to have them with her, while others thought Dorothy had not seemed to have made all the sacrifices she might have to prepare for this event. The Credit Union had recently granted her a loan for the same purpose which some people thought Dorothy might have been forced to ask for because she did not believe she would be granted the needs or because we have recently skipped payroll. She stated such was not the case, but that she had needed the additional money and would have borrowed more could she have done so. In spite of all the protest the recommendation was accepted.

In the case of Mrs. Nutter the committee had investigated her actual expenses and recommended that she be pensioned at $15.00 per week until such a time as our salaries are changed upward, at which time her case is to be reconsidered. It was moved, seconded and carried that we accept the recommendation.

Homer asked that at some time we discuss why, if we are paid according to needs, can people invariably live on less when they are pensioned.

The meeting adjourned at 9:05 P. M.

Participants were: Kenneth Smith, John Thomas, Hugh Bogardus, Frank Baldwin, Arlie Myers, Chloe McHarry, Homer Shelley, Dorothea Nord Holt, Howard Herner, Miss Franz, Walter Mullen, Powers Hapgood, Mildred Whicker, Kenneth Lucas, Lucille Burkhart, Mary Lipferd, George Gregory and George Alexander.

C. C. Meeting, July 1st

C. W. Knapp, Chairman.

Minutes of the preceding meeting were read, corrected and approved.

In reply to the reference to the Norman Hapgood account, Mr. Hapgood stressed the difference between handling our own and other people's money. He believed one of the great difficulties in the present economic situation in general is the failure to differentiate between our own and other people's property. With us it is not only a legal but an ethical question. In justice to Norman, Mr. Hapgood pointed out that our relationship with his account is no different than a like relationship with a bank. Moreover, Norman is a stockholder and stands to gain if we prosper and lose if we fail. The account in question was left to accumulate and draw interest, and although the majority of us did not know it was here, neither do many of us know the details of our other accounts. Mr. Hapgood believed we were confusing the issue and not properly differentiating between the position of stockholders and workers.

Powers restated his belief that money on investment has no more if as much claim as money earned by labor. He believed this especially true of Norman's account with us, as he understood that the money has come as dividends and interest from the Columbia Conserve Company. Mr. Hapgood thought it a curious idea that one must follow through to see how the money invested had been made. He referred to the book, "Other People's Money," and said we could not expect to treat money borrowed from others as our own.

Arlie realized the difficulty of the problem and did not intend to debate the question with Mr. Hapgood, who is so much more able to express himself. But he did consider it unfortunate that Norman left the money here when he did not need it and now wishes to withdraw it when it is most inconvenient for us. Mr. Hapgood retorted that when others show sufficient confidence in us to invest their savings here as Norman has done, then they will have a case and not before. The unethical attitude taken in this matter seriously disturbed him. His retaliation to Ken Smith's remarks had been because Ken had been attacking the integrity of the company and its motives. He objected to the high moral stand taken by those who criticized as well as what seemed to be the implication that Norman is exerting pressure on us to pay him.

Arlie replied that no one, so far as he knew, was questioning Norman's motives, but nevertheless the situation was unfortunate for us.

In reply to questions, Howard Herner replied that he had considered that Norman's account would have to be paid some time, also that it had never been explained to the group, although it had always appeared in the financial statements. Miss Franz felt that we should not consider it as we do other accounts. Powers agreed we have no right to question the disposition of accounts of outsiders, but did not consider Norman an outsider. Mr. Hapgood defended the steadfastness of Norman, who has stood loyally back of this experiment.

We next considered a motion pertaining to the case of Kenneth Smith, which had been tabled at two former meetings, and on which Ken had requested a decision.

At a former meeting, Mr. Hapgood had formulated a motion for Ken's release, but followed it by saying that he wanted Ken to stay if he wished to do so. He still felt Ken should stay if he thought he could be happy in his work and environment here. However, he would ask for the release of anyone, not only Ken, who reflected upon the integrity of the company. He was no longer disturbed by what Ken had said, nevertheless he did not wish to work with anyone who doubted his integrity. Mr. Hapgood said he would be among the first to advocate an increase in salary when we were in a position to pay more, but to save the business he would suggest that we half starve if necessary. To those who might doubt his integrity of purpose and ours, he referred to the fact that he had done as much as anyone to place us on this basis of operation and has given fifteen years of effort to this cause, hence it would seem foolish to assume that he would desert it now. He replied to a challenge made by Homer Shelley in a former meeting, saying that if his expression in Council stopped free speech, the responsibility rested with the ones whose mouths were stopped, for were we attempting to suppress Mr. Hapgood from expressing himself in Council, we would thus be directly hindering free speech. Homer believed Mr. Hapgood had misunderstood his meaning.

Ken Smith said he might have been wrong in his accusations, but when we took the action not to pay those people resigning in cash, he believed we were unfair and should work out a plan to pay them. His confidence in us had been shaken and he still wished us to accept

Mr. Hapgood's motion.

Mr. Hapgood agreed that perhaps we had erred and he did not mind Ken disapproving of our action. He hoped we would pay everything in the way of deferred salary and preferred stock due these people when we are in a position to do so, and expressed accord with Ken's minority opinion, but objected to him thinking that we were not honest about it.

Howard said the deferred salary due those people who resigned two weeks ago was made out to them as stock certificates. Mr. Hapgood explained, because it is so easy to misunderstand, that under the law the president of a company must sign the certificates and that the certificates had not been issued sooner because he had been away and not because he had held back from signing them.

To Ken the case wasn't altered a bit, as the cash payment had been stopped. He questioned the honesty of the group in making the action, discontinuing the buying of preferred stock, effective to those persons who were resigning at the time and who were expecting to get cash for their deferred salary and preferred stock.

Powers believed it inevitable in a democratic organization that we think someone with whom we disagree is dishonest. In this case he believed Ken's understanding was not correct. Some time ago we had voted to pay deferred salary in preferred stock, and those people resigning were being paid in that form. We have been under no obligation to buy stock, so discontinued that practice because we were not in a position to do so whether the stock be old or newly issued.

Dorothea said Ken probably misunderstood because we have had a ruling to pay in cash, if that form of payment was desired, which was changed before those people's resignations were presented.

To a question, Ken replied that he thought he had made himself clear and wished us to accept Mr. Hapgood's motion which provided that we make a special exception in his case by paying him in cash and allowing him to go. He added that he could resign only if he could get his money.

Mr. Hapgood said he was sorry to see Ken go and thought it was to Ken's disadvantage to do so, but were he in the position of Ken, where he doubted the Council as a group, he could not go on. He himself would cease to agree with democracy if he believed the majority of people were dishonest.

Milburn Forth thought those people who recently left did expect to be paid in cash. He realized that we were in no position to be as ethical as we might wish to be, but thought Ken's reaction was normal.

Powers considered Ken's high moral stand illogical and believed it was the cash position and not hostility to Council that was causing him to wish to leave while the getting was good.

Dorothea thought Ken's view of the cash position had unbalanced his judgment. Several people spoke with some sympathy with Ken's objection to the non-payment in cash of those people who had recently resigned, but believed that since he was disturbed and would not be happy in his work here, we could do little but accept his resignation.

Hugh Bogardus suggested a four to six weeks' leave of absence so that Ken might find a place in which he might work and be happy or have time to reconsider his position here.

Ken replied to the discussion, saying that he did not take Mr. Hapgood's suggestion, that an exception be made in his case, as a challenge, but considered that Mr. Hapgood had caught his idea and it seemed to Ken to be a good way of getting both himself and Council out of a difficult situation.

After some discussion about the provision for financially assisting those who recently resigned, a vote was taken on Mr. Hapgood's motion. The motion which provided that we make special exception in the case of Ken Smith by paying him in cash and allowing him to go if he wished to resign, showed a vote of 20 approving, 31 opposed and 4 undecided.

Powers saw two issues that might have confused the vote: Do we wish Ken to resign and do we wish to make an exception in his case? Several people objected to paying Ken and not the others, although he had said he could resign under no other circumstances than that he be paid in cash. Mr. Hapgood believed Ken's case was an exception and that our refusing to accept it as such was tantamount to tying him here or hounding him to resign on a different basis. Another vote, to be considered final, resulted in 29 for, 22 against and 3 undecided.

It was made clear that Ken was now free either to stay or go as he wished. He presented his resignation, which was unanimously accepted.

Howard Herner informed us that the statement of the resolution made by us to remove deferred salary from the balance sheet did not meet the approval of the certified public accountants, who had prepared the following as an acceptable statement of the action taken by us.

"WHEREAS, the company is indebted to the Central Republic Bank and Trust Company and to the Continental Can Company for a considerable amount, which loans are secured by finished product and raw material inventories; and

"WHEREAS, there has been credited on the books of the company certain amounts representing unpaid salaries; and

"WHEREAS, the cash position of the company is such that it is deemed advisable to use all available cash for the reduction of the aforesaid loans; now, therefore, be it

"Resolved, that it is the sense of this meeting that the above aforesaid unpaid salaries be canceled in full; and be it further

"Resolved, that at any future time the above resolution may be reconsidered at any regular Council meeting."

Mr. Hapgood commented that it was no different in spirit but only in form from our statement, and that it was tantamount to our lawyers' position to our ability to take away today and restore tomorrow. It is the opinion of our attorney that we have the legal right to cancel deferred salary and also to reinstate it if and when we choose. A motion to substitute this for the other statement was carried unanimously.

Howard Herner also asked that machinery be set up to meet the needs for financial assistance of those people who had recently resigned. It was moved, seconded and carried that Howard be authorized to do this.

Powers Hapgood requested that he be granted a leave of absence without pay, beginning after our annual meeting, July 15th, and until November 7th, to enable him to be more active in the political campaign. He has some vacation coming which he plans to take during that time. He informed us that it was not for financial betterment that he wished this leave, as he expects to live on $20.00 a week, and should his standard of living be better than we are enjoying, he will expect to return the difference to the party or the company. He also expressed a willingness to do any particular job we might consider it necessary for him to do during that time. The request was granted.

Arlie Myers reported from the Needs Committee the request of Cornell Hewson for $35.00 to assist him to pay rent and moving expenses incurred by his having to give up the house in which he had been living. The committee considered this an emergency and thought we should try to meet the need. There was some discussion, but since Cornell had not been able to appear before the committee, the information was slight, so it was understood that even though the request was granted to meet the emergency need, he should appear before the committee at the earliest possible date. The recommendation was accepted under those conditions.

Howard presented a request from an outside stockholder that we buy her preferred stock, as she was in need of the money to finance a business for herself. As she is a sister-in-law of Joe Watson, he told Council of her need and her plans. Also that at the time she invested her money here that she was of the impression that she could sell her stock to us upon request. She would accept payment in two or three installments. There was opposition to our starting to buy stock, although we have done so in the past on occasional request. A motion was suggested, but it was pointed out that we need only decline to buy her stock. It was suggested that Joe acquaint her with the facts as he knows them and taken by consent that Howard inform her officially of Council's decision not to buy her stock.

Mr. Hapgood informed Council of a letter being sent to all holders of common stock, suggesting that they transfer common to preferred stock. Norman Hapgood has agreed to do so with a large amount of his common stock. The major reason for this suggestion is that it will enable us to use more of our collectively owned common stock to write off impairment which in turn will enable us to pay dividends sooner, as we cannot pay dividends until all impairment is removed. To some questions, Mr. Hapgood replied that the change is entirely optional with the stockholder.

We next turned our attention to the election of a chairman for Council, nominees for which had already been selected. It was suggested that we vote for one candidate and then take a final vote for the two highest.

While the ballots were being counted, Basil Covert reported that several committees have been affected by recent resignations. It was the wish of Council that the replacements be the duty of the Committee on Committees.

Several weeks ago it was decided to place the secretary of Council on a four-weeks' probation period, during which time minutes were to be read to the Council. It was taken by consent that this arrangement continue until we have time to give it the proper consideration.

The preliminary vote revealed the following preference: C. W. Knapp 27, H. Shelley 9, A. Myers 7, Bogardus 7, C. McHarry 4. A final vote elected C. W. Knapp by 39 votes, and H. Shelley, assistant chairman, by 11 votes.

The meeting adjourned at 8:50 P. M.

Participants were: Howard Herner, Walter Mullen, Wm. P. Hapgood, Homer Shelley, Powers Hapgood, Arlie Myers, C. E. Franz, Dorothea Nord Holt, Kenneth Smith, Mary Lipferd, Milburn Forth, Hugh Bogardus, W. H. Hines, George Gregory, Joe Watson, Albert Hiner, Josie Baker and Basil Covert.

C. C. Meeting, Friday, July 8th

Chairman, C. W. Knapp.

The meeting was opened by the reading of a letter from S. A. Nelson, father of the "Nelson boys" who worked for us some time ago.

Mr. Herner felt that since we have already given much thought to other letters from Mr. Nelson, that we should ignore this one. Powers felt that although there is little we can do now, it is possible we had not given the Nelson boys a fair deal. Arlie explained the Needs Committee investigation referred to in the letter. Arlie felt we should invite Mr. Nelson to come here to meet with a representative of the group to discuss this matter thoroughly in an attempt to clear up any misunderstanding.

Hugh Bogardus moved that we ask Powers, Ken Lucas and Arlie to invite Mr. Nelson here to talk this matter over with them. This motion was seconded and carried unanimously.

Billy Hines, Sr., felt that the leaders should be called into this meeting to give information, as perhaps Mr. Nelson had only heard one side of the story.

The Needs Committee presented the following report through its chairman, Arlie Myers.

The Needs Committee recommends that the company pay both hospital and doctor bills for Albert Hines' wife, who, upon our doctor's recommendation, had her tonsils removed. This recommendation was accepted.

Arlie challenged the right of Hurbert Stuvel to receive the two-weeks' pay in advance, granted to persons leaving our employ, because he gave insufficient notice and also because he was leaving our company to go into another job the following working day. If this two-weeks' salary were paid (which was established to help persons leaving our employ readjust their living conditions until they found work), it would defeat the purpose for which it was instituted. Mary Lipferd thought there were others who had left without much notice and these she felt should be challenged also. However, no other challenge was made.

Hugh Bogardus moved and John Thomas seconded the motion that we do not allow Hurbert Stuvel the two-weeks' pay in advance. This motion was carried.

At this point, Howard Herner stated he wished to have the question of abolishing this rule of paying two-weeks' pay in advance when a person resigns or is released, placed on the agenda for discussion at some future date.

Howard also wanted to know what would be done in case a person left our employ during one of the weeks when we skip our paycheck; would such person receive pay for that week or not? It was agreed to place these questions on the agenda for discussion at some future date.

Robert Trueblood's resignation left the place of leader in the Reserve Department vacant. There was some little discussion about whether or not this department was needed, and if needed, who would be the new leader? Billy Hines felt that at this time we are not in need of this department and was in favor of abolishing it. Powers Hapgood did not want this department abolished, and stated that he felt it a very important department, and the person at its head would have to be a competent person. He suggested that perhaps for a time Arlie might incorporate this work in his department and no leader would need to be appointed at this time, giving Arlie time to discover any capable person in his department who could carry on this work.

George Gregory felt that Bob had been too easy with the men in the Reserve Department and had tried to do all the work and let the men slide by easily. Arlie said the job under discussion is a hard one which calls for long planning and it is often difficult to plan any length of time ahead because one has to hunt for the work.

Powers gave several instances which showed that planning was necessary, and very often the Reserve Department had accomplished much good by their foresight.

Billy objected to this department because most other departments passed the buck to it. Every undesirable job was given to the Reserve Department. Leo Zike suggested that one man be given the responsibility for this work and that he go to the leaders of other departments, asking for men when he needed them rather than having the department leaders send their surplus labor out to him, rotating the men in this work so that no one person would be forced to do the disagreeable work all the time.

George Gregory felt that the department leaders had been over-working their men in order to send out a few to the Reserve Department and thus cut down the expenses in their own department and leaving the Reserve Department carry the burden of the expense.

Chloe felt we should put the men in the Reserve Department under Arlie and let him plan work for them, and if that is too much for him then we can consider some other means of taking care of these men.

Mary agreed with Chloe, but added that any women who were in that department should report to Chloe.

Hugh wanted Arlie responsible for this department until busy season, and at that time change to another man if Arlie was overburdened with work. There was objection to this suggestion because it was felt unfair to a new man taking over the work of the department during the busiest season, and it was suggested that we place a man in charge and give him the benefit of the month and a half before busy season so as to make him more able to handle the peak load. Wm. P. Hapgood felt that during busy season is the very time that we need a good leader for the Reserve Department so that work can be distributed evenly, help may be placed where it is most needed, etc.

Nominations for this job of leader in the Reserve Department were made in the following order: C. W. Knapp, George Gregory, R. E. Colter, Milburn Forth, Estel Goodnight.

Gilbert Givan objected to having Estel in this position because he wants Estel in the Shipping Room.

Arlie felt that Dick Colter was competent to do this work, but was a little doubtful as to whether his health would permit him to do so. Arlie stated that he would favor Dick, rather than the others, because of his experience in all lines of work in the plant, but felt that if Dick was given this job he would work too hard and thus do harm to himself.

Lucille Burkhart wanted to know if Dick wasn't the logical man to be placed in charge of the Pulp House this season since Norman Eickhoff is no longer in our employ. Arlie again objected to this because of Dick's health. Mr. Hapgood asked that this matter be discussed by the leaders of the departments at some other time.

Dan Donovan moved that we turn this question over to the Discipline Committee, which consists of almost all the leaders, and ask them to recommend the course they wish Council to follow with regard to the leader of the Reserve Department. This report or recommendation to be approved or disapproved by Council. This motion was carried.

The letter received by the secretary from A. A. Heist was next read to Council, expressing objection to the action taken by Council to cancel deferred salaries. Heist objected to the step taken on both moral and legal grounds.

Mr. Hapgood commented upon the contents and others of the group also expressed opinions concerning the letter. Mr. Hapgood said he had recently consulted our lawyer as to whether we could legally take such action. The latter had considered it within our legal right to take what action we chose so long as it affected only ourselves.

After much discussion it was finally moved by Leo Tearney and seconded by Dan Donovan that we place this matter on the agenda for discussion at our annual meeting next Friday night. Motion carried.

Council was informed that the annual meeting will be held next Friday, July 15th.

The chairman suggested that we might be able to so arrange production as to be able to use part of the afternoon for discussion. There was much opposition to having our meeting start in the afternoon because of the fact that many people had to work on during Friday afternoon in order to finish up work which was to be presented at the evening meeting, and therefore it was decided to begin our annual meeting at the regular Council time. Friday evening's meeting will continue until we have finished the agenda or unless we decide to adjourn and finish the discussion Saturday morning.

Powers asked if we were planning to have a dinner such as we usually have at our annual meetings. Ken Lucas moved that we have Council supper in the regular way (preparing for only those who sign) and that no special dinner as in the past be served. Mary Lipferd seconded this motion which was carried unanimously.

Basil Covert gave the following report for the Committee on Committees:

The committee recommends the following replacements in the eight committees listed below:

HEALTH COMMITTEE—Jack Evans to be replaced by W. H. Hines, who had been alternate. Walter Mullen was selected as alternate.

EDUCATION COMMITTEE—It was decided to replace Ken Smith, who was regular member, by Milburn Forth, and Jack Evans, an alternate, by Glen Lipferd.

EMERGENCY COMMITTEE—Jack Evans, regular member, was replaced by Harry Hershberger.

SANITATION COMMITTEE—Robert Trueblood, regular member, was replaced by Homer Shelley.

STANDARD COMMITTEE — Norman Eickhoff was replaced by Henry Rippe, alternate, being moved up as regular member. No alternate was selected.

SALARY RECOMMENDATION COMMITTEE — Jack Evans and Olive Ferguson, regular members, were replaced by Ken Lucas, and Frieda Marschke appointed as a regular member.

FARM COMMITTEE—W. H. Hines was called in and stated that the committee was large enough at present, and if any more were to be added, the committee itself would work this out.

INSURANCE COMMITTEE—Jack Evans was replaced by the moving up of Mary Lipferd, now alternate.

These recommendations were passed as approved by Council.

Mr. Hapgood brought up the matter of collectively giving assistance in certain directions to those individual members of our group who may need that assistance. He said that he had heard some of our members are unable to furnish milk to their children. He proposed that the company buy from the Riverbrook Farm its surplus milk, for which they are getting about 9 cents a gallon, and distribute it to the workers here without charge and in whatever amount the Needs Committee may decide upon. In regard to transportation of the milk, he felt we could work this out all right during the week when he could bring it in, but he was uncertain as to how we would accomplish transportation on Saturday and Sunday.

It was moved that the company give, without charge, certain goods and services to the employees who may need it.

Arlie suggested that, if possible, we work out a plan to help individuals who must move, that we offer the services of the large or small truck without charge to move such individuals.

John Brophy thought these suggestions were very good and wanted to know what the condition of the whole group is getting to be as a result of the cuts we have imposed and also the checks we have skipped. Arlie replied to John by stating that had we not met the payroll this week, the Needs Committee would have had to consider the needs of at least twelve people. John stated he felt we should meet this situation in a general manner and not try to meet just special cases.

Mr. Hapgood wanted a committee appointed for the purpose of exploring collective buying by which we could effect a saving for all of our members. The plan suggested by Mr. Hapgood concerning the distribution of milk meets with the approval of Dr. Morgan, the health commissioner. The milk is to be brought into the plant in five or eight-gallon cans and poured into the pails of the individuals, making the individuals responsible for the cleanliness of the pails.

Dan Donovan moved that we accept the suggestion of Mr. Hapgood and leave it to the Needs Committee to work out the matter of distribution of the milk. Such milk is to be delivered without charge to the plant where employees may get it. Lucille Burkhart seconded this motion which was passed.

It was suggested that Ken Lucas get in touch with the Indianapolis Producers Dairy Corporation and tell them what the company is planning to do, explaining why we wish to buy the surplus milk now produced at the farm.

Billy moved that anyone moving from now until busy season be furnished with a truck without cost and also help in moving if a minimum of twenty-four hours' notice is given in order to arrange trucking so as to be able to fill the request. Hapgood seconded this motion and it was carried.

The following amendment was added to the motion: "We commit ourselves to render this service as long as reduced pay is in effect except during busy season, when it will be done only if it can be so arranged as not to interfere with work of the company."

Arlie suggested that unsalable goods (dents), usually turned over to the Contributions Committee, be given to the Needs Committee and that committee distribute them without cost to our employees who need it.

Hapgood moved that unsalable goods be given gratis to those employees selected by the Needs Committee as needing them. Seconded by Howard Herner and carried.

Mr. Hapgood also moved that our salable goods be sold, during the period of reduced pay, to employees at the price usually paid for dents. This motion was also seconded and passed.

The meeting adjourned at 9:00 P. M.

Those participating in the discussions were: H. E. Herner, Mary Lipferd, Arlie Myers, John Brophy, D. R. Donovan, H. E. Bogardus, Powers Hapgood, Walter Mullen, Chloe MeHarry, Gilbert Givan, C. E. Franz, W. H. Hines, George Gregory, Leo Zike, C. W. Knapp, W. P. Hapgood, Ollie Chambers, Homer Shelley, Lucille Burkhart, Ethlyn Christensen, Leo Tearney and Basil Covert.

Annual C. C. Meeting, July 15th

Chairman, C. W. Knapp.

The meeting which assembled in the dining room because it afforded more space and better ventilation was called to order at 6:00 P. M. Besides 91 regular Council members, there were several wives and relatives of employees and some visitors in attendance.

As the first order of business the secretary read a summary of the annual meeting of 1931.

Financial Report by H. E. Herner—The chairman made a few introductory remarks, after which we turned our attention to the annual financial report presented by Howard Herner, treasurer.

He presented the figures from a prepared chart and compared them with the statements of last year. The balance sheet was presented, a practice not followed at the annual meetings heretofore. Howard also read a statement of our financial condition, after which he called for questions on any part of the report.

Analysis of Loss, by Ken Lucas and Others—Kenneth Lucas said it should be remembered that we had estimated our loss would be at least fifty or sixty thousand dollars, and it happens to be seventy thousand and would have been around 110 thousand had we not taken the steps we have by canceling and reducing salaries. He believed that Mr. Hapgood had at one time estimated that our loss would approximate 100 thousand, which was not far off. Walter Mullen asked if the twenty thousand in our surplus account could be applied to our operating loss for this year. Howard explained that it had been done, thus reducing our impairment to around forty thousand. Chloe MeHarry asked if the bulk of our loss had been incurred since figures were presented in April, at which time the loss was about thirteen thousand. Howard replied that our loss has been much greater since then, however the April figures had not included any depreciation. Homer Shelley asked about changes in the figures at which our inventory was taken in, in comparison to other reports. Howard answered that tomato products were taken in at the same figure; our stock of non-tomato products, on which costs have changed, are very low so make little difference.

Powers' Questions—Powers stated that he had understood that there were lots of questions coming up, as there had been much discussion and misunderstanding. Unless the figures presented by Howard had clarified the situation to those people, he was at a loss to know why the questions were not forthcoming now.

Wm. P.'s Request—Mr. Hapgood requested that he be allowed to make his report before the questions were asked, but the chair suggested that questions on Howard's figures be asked first and then the general questions suggested by Powers be asked later.

Treasury and Trustees' Stock—In answer to a question, Howard said stock bought by us, as for example, the common stock purchased from the Emma F. Hapgood estate, was held as treasury stock until we can buy it with our surplus and then convert it into stock held for us as common property by our trustees. Stock purchased from Norman Hapgood had been transferred into preferred stock, by which transfer we saved about $20,000. We are under contract to purchase common stock at $150.00 per share when we do buy it.

Increase in Sales Expenses—Ken Lucas, referring to the comparative statement, did not consider the 5 per cent. increase in selling expense large in the face of marketing conditions in the last twelve months. Howard said we have had a struggle to keep our sales up and nobody was in a position to say what would have been the result had we spent more or less. To Glen Lipferd's question, Howard replied that the increase in taxes was the result of our heavy inventory in March of a year ago, and to Homer Shelley replied that our rate of interest, including warehousing charges, approximated 7 per cent.

Mr. Hapgood's Report—Mr. Hapgood's report was called for, in which he outlined some of the ups and downs in the history of the Columbia Conserve Company. He referred to our losses in 1921, but wanted to go still farther back in the steps over which we have climbed.

In 1903 the former company had lost so heavily they had to sell, at which time the business came into the control of the Hapgood family. Goods were then being distributed both under Columbia and private label. W. P. Hapgood came from Chicago to take over the management of the business. By 1910 the company had lost its entire capital stock and the business was moved into an abandoned factory at Lebanon, Indiana. Some of the force from here moved to Lebanon, while Mr. Hapgood and Miss Franz stayed in a small office on Pennsylvania street and began to rebuild the business through sales. In his belief, the success of any canning industry is dependent upon the effectiveness of its sales program. It became apparent that an improvement must be made in selling, so in 1910 Mr. Hapgood had to learn how to sell goods, and for several years he was the only salesman. During this time he was constructing private label business.

By 1916, sufficient progress had been made for the business to show a profit of $37,000. In 1917 it showed a profit of $80,000, and conditions held until 1920 when a new depression started. In 1921 we lost $68,000 through a radical drop in sales and a decrease in the value of our inventory. In 1922, through reconstruction in the sales end of the business, we again made progress, reaching the peak in 1929 and 1930. During the calendar year of 1931, clear evidence of a major decline in our sales was manifest, caused by the same conditions which had affected other business earlier. In the fiscal year of 1931, our profit diminished to almost nothing, a profit of only $20,000. This year, as the figures show, there has been considerable loss. Mr. Hapgood had hoped that the decrease in sales might have been stopped, as it was done to some extent by the introduction of the Columbia label, though the cost was increased somewhat by this introductory work. Mr. Hapgood did not think he had forecast the loss of $100,000 attributed to him by Ken, but did expect that we would operate at considerable loss. We have experienced a decrease of 35 per cent. in sales over those of a year ago. In his opinion it would be extraordinary if a manufacturing business could avoid a loss in the face of a reduction of 35 per cent. in sales. Our loss has been caused chiefly by decreased sales, partly by low prices.

During the last year we have assisted our dealers to move their stocks of tomato soup. This has cost us many thousands of dollars. Our ability to buy has been as efficient as usual so he wished to excuse the purchasing department of any responsibility in this loss and place the responsibility on our inability to sell. He thought we had not sold as much as we should have for which he wished to assume part of the responsibility as he now believed that we should have reduced the price of tomato products sooner. Had we done so, although we would have taken a greater loss, we would also have sold more goods and have moved more of our inventory. Having said so much for the past he referred to the sales meetings of the last few days in which the sales department had scrutinized our experience with our own label and indulged in forecasts and made future plans. Although some people believed he liked to subject us to serious trials and to forecast unfavorable conditions, nevertheless he must give it as his opinion that we have not yet seen the worst of our troubles. Unless price becomes better, and he saw no hope of it, we will probably lose more unless we can increase our sales. We are entering the present year with a heavy inventory much of which will have to be sold at a loss; we must adjust our expenses accordingly as he saw no relief from the present economic depression. In his opinion we will have to increase our ability as salesmen and sell with less expense to forestall a greater loss. It would result in nothing less than ruin were we to decrease our sales effort if that in turn should decrease our sales. Our only solution seemed to lie in living closer for it seemed that we would not be able to borrow money for operating expenses. He cited criticism of himself and Howard because they did not go out and borrow money for the payroll which he said could be done, only on the basis of good will from friends who might desire to make our lives easier, but not from bankers. Howard and Ken agreed with him that we might finance our new pack by borrowing on the material. He believed we will have to finance our labor by our sales before and during the pack. The question is how much can the Sales Department do in

selling both our present stock and the new pack.

Last year at about this time he went further to refinance us and finally interested the Central Republic Bank of Chicago. Then he suggested by wire to us that we defer payment on 50 per cent. of our salary. Later we gradually went up to 60 per cent., 70 per cent. and 80 per cent. of our original salary then set aside 20 per cent. of our original salary as a sinking fund. Seeing there was no hope of betterment we charged that account off and went on an 80 per cent. salary and still later decided to take only 64 per cent. of our original income. Recently we voted to skip payrolls whenever we did not have the money in the bank to pay it.

Mr. Hapgood saw no reason for alarm or discouragement as we had gone through a more difficult strugle than this promises to be in 1910 and 1921 so why shouldn't we be able to come out of this? He said we could not do it without courage and a will to do so. In 1921 the workers did not own the business and did not suffer but in 1932 the picture changes and now the burden falls on the workers. In his opinion we should take from our own insides, the sustenance to carry on unless we would rather live better today and die tomorrow.

He mentioned a few people who have fought with him from the beginning. He appealed for our support of those people to whom we have delegated the responsibility of technical problems. The outcome depends upon the courage of us all and our willingness to stand the gaff. He said we will never succeed on borrowed money but only on our ability to make money.

Wm. Hines, vice-president, stated that in his opinion our president had covered the situation thoroughly.

Miss Franz thought Mr. Hapgood had summarized very well the conditions under which the company had passed for the past thirty years, and agreed with all that he had said. She recalled the struggles through which they had gone and was willing to do it again. She thought we have a hard struggle ahead of us at this time but did not believe it would be as hard as some in the past. She stated even though the results of the past year were discouraging we should not consider them dangerous if we would try to co-operate and sacrifice in as many ways as possible.

N. Hapgood, "Dynamite"—The chairman next called upon Norman Hapgood who responded that he did wish to say some things but preferred to wait until some "dynamite" which he thought was smoldering was shot off. W. P. Hapgood thought it was just a long fuse and would go off eventually. We had a short recess and reconvened at 7:30.

Position of Ken Lucas—The chairman called for comments and criticisms to be brought out at this time. Ken Lucas said he had taken several stands in Council for which he had been criticized by his best friends but he had done so for what he considered the best advantage to the largest number of people. He hoped if there was potential "dynamite" it would come out tonight as it could cause greater loss than decreases in price.

John Brophy on Co-operation—John Brophy arose to condemn the sort of discussion we were having as a bad approach to our differences of opinion. We are trying to make Columbia a reasonably co-operative institution. If our motive is actuated by an element termed dynamite we have failed in our greatest approach to development. If it were impossible for us to discuss our differences of opinion without getting off "dynamite" we were in a bad way for democracy. He asked that we become militant in our sharing of the situation and recognize that some people labor under great strain due to their position. It was his belief that we could only work out of our plight co-operatively, by continual progress in an attempt to understand one another and by strengthening our co-operative feeling and practices. John reviewed some things we had done as evidences of our co-operative spirit. The 50 per cent. salary cut, while there was difference of opinion on it, represented a constructive attempt. The later 36 per cent. reduction in salary, while it may not be sufficient, is evidence of a willingness to meet the situation. In search for the light we are making approaches and he believed we will take the steps necessary to secure our industry and our collective standing. If we do move haltingly in that direction that we move at all is something. He believed the situation was happier than some people saw it; that an increase in co-operative feeling would be born of common dangers and a willingness to meet them.

"Dynamite"—The chair desired to stand corrected for promoting the continuation of the word "dynamite" and sincerely wanted the discussion to be carried out in a helpful spirit. Norman Hapgood claimed responsibility for the use of the word and only desired to have said in the open what was being said in private.

Cornell Hewson took the floor in answer to Powers' request that things said in hotel rooms should be said here. He considered the meetings wholesome and believed that they served two purposes. Groups of Columbians who were privileged to get together whether in hotel rooms or elsewhere, who are well acquainted and have confidence in each other, naturally talk of the biggest thing in their lives. It tends to make the individual stronger and serves as a safety valve to let off steam in a time like this. He recognized that those men and women who are charged with responsibility are in a tough spot as it is true that leadership all along the line is exposed to more criticism than when things are rosy. Not only in hotel rooms but wherever two or three of us get together there is criticism. Our nerves are near the surface; we have readjusted our standard of living and must forego things we have come to consider normal, all of which is harder because ease has made us soft.

Hewson on private label—As a specific problem he referred to our recent emphasis on Columbian label, with which he happened not to agree, and which he believed had weakened our private label business. In the sales meeting it was clear that the major emphasis is to be placed on Columbia label. He believed that in so far as we neglect private label, and by stress on Columbia label, deter our jobbers from continuing their own label, we tend to weaken our general position. Many of our jobbers are not as effective as they were a year ago and deserve some assistance from us. He feared there was a small amount of appreciation on the part of the group of this particular sales situation. He did not wish to start a fight but if frankness was important this, to him, was a major problem.

Arlie on cliques—Arlie Myers said we also have other problems he wished considered. He had been here since 1918 and unfortunately in the last two or three years has seen a decided change; a seeming unwillingness to sacrifice and a tendency to be easily disturbed of which he himself had been guilty. Mr. Hapgood had preached to avoid cliques but recently Arlie had sensed what he believed was a breaking up of the general group. He despaired of the college people or so called "intelligentia" and those whom he feared were trying to force socialism on the group. He hoped we would indulge in politics only on the outside.

Dan Donovan on frankness—Dan Donovan said there were only a few people here who were socialists but perhaps the Columbia was thought of as being socialistic, nevertheless he had no intention of speaking on that.

He had presumed that Norman had used "dynamite" in a jocular way but such not being the case it became a direct challenge to us to bring forth our objections. He appealed to us to speak plainly, and frankly in Council. He referred to the reduction in wages advocated by Mr. Hapgood who received support on behalf of the needs of the business by the worker owners even by those termed "dynamitists."

He went on to say Mr. Hapgood's speech had thrilled him as Mr. Hapgood is always most impressive when he is earnestly waging a fight. Dan believed if this group knows what is expected of it it will face the problem to win and in 99 out of 100 cases a frank discussion would iron out the difficulties. He contended that in an objective meeting of the so-called Heist case the principals would see eye to eye. He was more than ever convinced that to the group of Columbians who are seeking the larger objectives the necessary sacrifice is not really sacrifice. He asked us to picture what it meant. It might mean strike pay as we are in this because we are fighting an enemy—insecurity of employment caused by a racketeering capitalistic system. Most of our group, in his opinion, were proximate to the goal but not all of them. He also sugested that Norman might profitably better acquaint himself with the conditions by associations with people in the plant on the basis of an equal.

Leo Tearney on lightning rod tactics—Leo Tearney pictured the old-time lightning-rod salesman who extracted depressingly large notes for a few feet of wire and a tin-horse weather-vane by high-pressure methods of engendering fear of the lightning. Leo's objection was that despite the talk about the group running the business lightning-rod tactics were used and we are treated as children. He believed the methods of a county agent who found that a few feet of wire were as effective as lightning-rods, might well be used in our case in preference to one individual insisting on carrying all of the load and being the savior of the business.

He felt Columbia label had been used as a lightning-rod and did not believe it should be made a crusade of either that our private label business should be neglected or that too few people should direct price policies. As our price experience of the last year showed, it takes the group too long to wear Mr. Hapgood down; had we followed the intuition of Billy Hines, Miss Franz and others we would have a better statement to present.

There has been too much stress on the matter of deferred salary, which we are not unwilling to accept; we object to the methods and not the result. As to the hinted to communal living quarter, he felt we could not afford to attempt, with winter coming on, an adequate housing program. Again this matter about which the group is not consulted, is being carried as a one-man-load.

Powers, socialism and private label—Powers felt impelled to speak on two main points. He had no idea that the socialist party would be a subject for comment in Council, as that party was not strong here and much less talked of than the two major parties by members of the group. He had never tried to inject it into the Columbia Conserve Company. He answered Arlie's accusation, as a member of the group whom he charged with building a clique to divide the organization, that the so-called college group had never tried to force their theories on to the group. Probably the greatest difference is between those whose great interest in life is the spreading of the Columbia Conserve Company idea and those who are not interested in that being done. We who wish others to have the same conditions that we enjoy here are charged with being radicals. Some time ago when the founder felt that the group were not interested in making this experiment general he felt the need of some people of a different type in the organization and as a result of the expression of this need several of these people came on. Some of them have been aggressive in the expression of their opinions and soon a balance was reached be-

tween intellectual and technical abilities. In the main these intellectuals have been slurred and in turn have done very little slurring. They have shown a much greater tolerance than others of the group. As this question had come up he could not allow the challenge to go unanswered.

On the technical issue he characterized his position as being extreme on Columbia as Cornell's was on private label. He felt that private label business is insecure in that after we have spent time and money they can throw us overboard. Nothing but good will secures us with our private label customers. Those who have left us have not done so because of quality but price. Under Columbia label all of our effort is not lost when one jobber leaves us as we can secure another outlet in the same territory where our goods are known. He enumerated ways of gaining consumer support on our own label.

On the general situation he believed the more discussion the better whether it be in hotel rooms or wherever Columbians get together. We regretted the unjustifiable fear in the minds of many people that if they express themselves something will happen to them. Our only hope of survival and progress is in an honest expression of opinions.

Mr. Hapgood on sales—Mr. Hapgood said his position on the sales situation was half way between Cornell and Powers; with which statement he did not expect Cornell and Leo to agree. He knew private label better than Columbia as he has had to learn the latter in the last few months. He enumerated some of the work he had been doing lately to assure us of his continued interest in the private label end of the sales program. If there was a difference in his affection for the two children it would probably be for the elder although he believed that our safety is in Columbia if we could put it over. His activity might well be an expression of a conviction that something new is needed.

O. Chambers on Columbia label—Ollie Chambers thought we were not secure in private label, for the reasons Powers had indicated and felt we should place our effort in a more secure field by developing Columbia label and at the same time not neglect what had been our "bread and butter" business while we were securing ourselves for the future.

H. Shelley on criticism—Homer Shelley said he was experiencing the first unfavorable profit and loss statement since he has been here and had sensed unusual unrest during the past year. He had been guilty as had many others of criticism where he did not have adequate information to warrant an opinion. He himself had taken stands in Council and later found that others were right and believed it was time for us all to exercise more caution and offer only constructive criticism.

Norman Hapgood—Norman Hapgood agreed in the main with what had been said on almost every side. There must be a time to sum up and give account, and, although he agreed with the wholesomeness of criticism one can't conduct a business as a debating society. While the supremacy of Columbia or private label might be a good subject he questioned the length of time it might be wholesome to get emotional over it. The same he felt was true of the difference between Arlie and Powers as well as the controversy over prices. One should admit that he must be either right or wrong and quit growling.

He had not wanted to come into the company as a semi-worker, because he was, borrowing Dan's phrase, a racketeering capitalist, He did have confidence in facts clearly put. He had become a principal investor here in 1917 and had tried to be a reasonable capitalist. He had been interested in his brother's theory of turning the thinking side of the business over to the workers. In 1926 when the right of a capitalist to unlimited profit was questioned and the decision was reached that all profit over 7 per cent. should go to the workers, he took money earned by his "predatory journalism" and bought out one stockholder who was uneasy, although he would have preferred to have had his money invested in various places. He questioned Council's right of inquiring into any business he might be engaged in and had hesitated to come in because he did not want any question about it. He had consented to come in because of the load his brother was carrying. He thought it fine that 120 people should share in this democracy but it was not fine that they were not more generous and understanding. He wished the responsibility for the whole financial structure could be shifted from the only shoulders that can carry it and see what would happen. One member had been quoted in one of the best newspapers in the country as saying that the Columbia Conserve Company was in a position to maintain our regular standard of living and pay dividends. We might allow him to say so as long as he did not turn it into an attack against us. Norman said it would be easier to make his point in a meeting that was less calm and mild. He made an appeal for our gratitude towards Wm. Hapgood and if not gratitude at least an appreciation and confidence that might lessen the strain under which he is working. It is inevitable that the people older in service know Mr. Hapgood's worth in a way the newer people cannot feel. People accept the good coming to them and it is only when there is distress that there is bitterness.

On the general situation he said that it is possible that the slight rise in the price of hogs and cattle may be an indication of a general rise; it is also probable that we may remain on a flat level for some time to come. There is great need for calmness and co-operation. Not only good will but an understanding of when a thing is decided and a willingness to get behind at the proper time.

Chair—The chairman was willing to wave our program for the meeting reserving the Council agenda until after the stockholders' meeting since there was a desire to consider some of the problems at that time. A letter from A. A. Heist was reread by the chairman.

"My Dear Miss White:

"Will you be good enough to convey to Council, for record, my respectful but insistent protest against the action of June 24th relative to the cancellation of deferred salaries?

"Council will recognize that I have but a relatively small financial stake in the matter since I was not on the payroll of the company during a greater portion of the time that the 50 per cent. scale was in effect. I am moved to protest because of the principle involved and in behalf of those who may not fully appreciate the possible significance of an action which seeks to remove claims for wages from the realm of legal claims against the company in the event of liquidation. I must emphatically deny the moral right of the group to so wipe out a legal claim to any individual without the consent of the individual. To my mind, this action involves an ethic which should forever silence us on any claim that we are 'fighting a system.' Moreover, I challenge the legality of such action and believe that my challenge would be sustained in a court of law.

"I am also moved to protest because in this instance we seem to have another example of a too frequent ignoring of the judgment of the head of the Finance Department in deference to the wishes of Mr. Hapgood, admittedly unsupported by so much as a suggestion from the banker. It is not pleasant to remember that the action now taken was predicted by the more knowing many months ago. May it be that we are all the losers in that there has been too little of the forthrightness of Ken Smith and Homer Shelley as suggested in recent minutes?

"I venture the hope that at its next meeting Council will move a reconsideration of this whole matter and then postpone further discussion, say, until the annual meeting when nearly all of our people are likely to be in attendance. So significant an issue is deserving of much more mature and representative consideration than seems to have been given it.

Sincerely yours,

A. A. Heist."

Motion—Norman Hapgood, wishing to remove the legal objection and possibly the moral one moved that Howard Herner, as treasurer, pay our weekly salary payments to be charged against the deferred salary account until that account is paid. The motion was seconded by Wm. P. Hapgood. Powers and Dan desired that the discussion on the letter should have precedence over the motion.

A. Heist, Personnel and Deferred Salary—A. Heist took the floor and as a matter of personal privilege wished to endorse what John had said as he suffered from that sort of thing as much as anyone, and acting in the best of faith, since he travels alone with only the minutes for information and does not have the opportunity for hotel meetings in which to blow off steam, had to take his relief out by letter. He did not appreciate having his honest protest made to appear that his motive was based on animosity. He stated that he had come to the Columbia because he had more respect for Wm. P. Hapgood than for any other business man of his acquaintance but it was with some disillusionment and personal hurt that Mr. Hapgood had circulated a story that at one time he had refused to shake hands with him. He referred to Norman's statement of the afternoon when he had said you may have won today but you will lose tonight. He was not in a contest but he did want to confess what he deemed a lack of straightforwardness in the vote on the deferred salary issue. He was not advocating that we pay that salary but nothing is as sacred as wages and he did not believe the group had the right to wipe out that account. Mr. Hapgood's statement that he had not mentioned it to the bank made it clear that the bank did not insist upon it. He feared several people had gone into debt in good faith thinking that their deferred salary would be paid. He saw only one reason for the move, namely, to increase the value of our stock. He, himself, had little stake in the deferred salary as he was on our payroll only a very short time during the 50 per cent. deferment, but was interested in the effect on the group which led to a deeper consideration. He stated that a receivership had been threatened if this socialistic group did not behave. The chance of liquidation might not be imaginary as the preferred stockholders have the first claim and wages go. Wages should have prior claim to either dividends or capital. If Norman made a mistake by leaving his earnings here why should the wives and families of the workers suffer. Why should one who had been here as long as Arlie be surprised at that angle of the business if it had been clearly presented? He cited our taking over the Hapgood farm and questioned the practice of Mr. Hapgood carrying company checks which he may pay taxes with, etc. In reply to Norman's accusation of someone misstating our financial ability at the present, Al said that although he has the facility of getting newspaper stories they have been built in the main from the two pamphlets and not from his spoken word. He wished to be on record as desiring Council to rescind the action taken on deferred salary as unethical.

Norman considered Al's financial understanding hopeless as he confused Norman's

position of banking with the company as banker of the company. He had invested certain savings with the company but that was not the subject under discussion. He had for years loaned money.

H. Horner on deferred salaries—Howard replied that the deferred salary plan had not been crammed down his throat by Mr. Hapgood but that he had changed his mind. He had pledged himself to see that each employe gets his deferred salary and he still intended to fight for it to the limit. He realized the position of the business and thought it wise to protect the creditors and the stockholders first. He feared the group has had too much protection and should accept the bitter with the sweet. He regretted that we have to suffer but the business needs it or we may not have anything. He was trying to work for the best interest of the group as he saw it.

Norman's intent—Norman believed we will be able to go through this crisis successfully but we cannot do so in the face of continued heavy losses. It was certain if some ideas continued to be put over and "monkey tricks" are played with his money a receivership might be very near and were that to happen certain people would find themselves on the outside.

Wm. P. replied—Wm. P. Hapgood also as a personal privilege, gave account of the meeting at which Al had not shaken hands with him. He added that he had carried company checks for 30 years and would continue to do so until Council instructs him differently, as he has no advance expense account. Twice in the origination there has been misappropriation of funds from expense accounts. At the time he turned his farm over to the company, because he could pay his debt in no other way than from his property, some were generous enough to suggest that the debt be cancelled instead. He believed that Al had attacked his honesty and that he wished to confuse us. He also stated that Norman had not insisted that he be paid but that he himself had because he knew Norman's needs.

Al replied—Al thought it absurd that a man who had met the public as he had done would refuse to shake hands, what significance that act might have had furthermore he would not have stopped to greet his wife, in the situation Mr. Hapgood had described, much less Mr. Hapgood whom he had not expected to meet there. Mr. Hapgood said he had met Al in the hope of pouring oil on the troubled waters but that the waters were too troubled. There was some bickering over legal technicalities some time without adequate information to warrant definite conclusions.

Geo. on hand-shaking—Geo. Gregory said he never saw so much ado made over a hand-shaking and thought the participants should have been Frenchmen so they could have kissed each other.

Powers, Al and Wm. P.—Powers was grateful to George for getting the group in a better humor as he felt very sad over the turn of the meeting yet felt his conscience made it necessary for him to speak. He believed both Mr. Hapgood and Al were bitter and personal and that irrelevant and undiplomatic material had been cast into the discussion. He spoke of an instance in which he had been in possession of a signed company check and believed the practice often saved much delay. It was altogether illogical for him to believe that either Mr. Hapgood or Norman were in this business for financial gain. He had seen this trouble brewing for a long time and had talked to both parties about it. He expressed complete confidence in Al and although he believed he was wrong, thought Al believed what he said. Had Powers not known his father and uncle as he knew them and were he in the same relationship with them as Al is he might believe the same. He was not attempting to carry water on two shoulders but was saying what he felt was true and hoping to heal the breach out of justice to the individuals involved. Forgetting personalities he said he had not thought of our action on deferred salaries as placing the stockholders in a better position or as a protection to them otherwise he would have voted no. Had he thought there was danger of a receivership he would have opposed the action. Powers explained that the receivership threat had been made to him in a meeting of Norman, Wm. P. and himself, and that he had told Al of it. He thought it quite possible for a new man coming in to have Al's psychology in the matter but hoped it would not result in further disturbance.

Miss Franz—Miss Franz felt complete confidence in both of the Hapgoods after 30 years of association with them, and thought it outrageous to question the motives of either. She felt that Council had the same right to decide about deferred salary as they had had in 1921 when they accepted the $27.00 impairment in the stock the Hapgoods owned.

Lafe Gardner, a member retired on pension, did not believe we should be confused by all of this disturbance but should proceed calmly.

Albert Hines—Albert Hines said he had been here 18 or 19 years and was accused of being capitalistic and something of a hard driver. He admitted that he was not at all sure about democracy and feared we would not know what to do with it when we got it. He believed the late comers lacked the experience necessary to make them appreciate democracy as we now have it. He feared it was not going to be appreciated. For someone to give their life for this cause and then be challenged could not help but hurt. He intended to thrash it out in his own mind and attempt to get it right and avoid friction.

Leo said that as sponsor of the motion he was sorry it had to be brought up at this particular time, but he did want it discussed and

opposed the way it had been passed. This sort of proceeding would wreck the institution if it were allowed to go on. He did not believe Al had said a thing that had not already been said by individuals both old and new in the service of the company. Painful as it was he hoped that it was a lesson to the benefit of all as we shouldn't criticize if we are not going to back it up.

"Mr. Hapgood said he knew that if Mr. Heist's letter were introduced at the annual meeting it would lead just where it did lead, namely to emotional disturbance. He objected to introducing it at that meeting because the difficulties caused by the year's results were so great that the tension of the group should not be increased by the introduction of another difficult problem. He had proposed at the preceding Council meeting that the Heist matter should be handled at a meeting following the annual meeting. He said he was not disturbed at the criticisms made of him by Messrs. Heist, Tearney and Hewson but that he would have been disturbed had such criticism been made either by his brother or by his son. He said that such attacks would not hinder his work at all. He said that his personal account had been handled for 30 years by the company and that Messrs. Herner and Lucas knew every detail of his personal business as well as his farm affairs and if any employe wished to learn about these matters they had his cordial approval to get all information they wished from the Accounting Department."

Al again took the floor to say that perhaps a newcomer might be in a position to see things obscured to others. He hoped nothing he had said would cause undue pain as he held no bitterness against either of these men but was only expressing his convictions which he felt to be his duty and which he would continue to do. He had said what others felt. He was not sure Mr. Hapgood should use our treasurer to handle his personal affairs. He had believed this eating canker needed to be brought out in the open and thought there should be no bitterness as this was a business matter and hoped it would make for a finer fellowship. (He and Mr. Hapgood shook hands which gave great satisfaction to many of the group.)

Arlie announced that the milk being distributed among the employes would be available on Saturday and Sunday between 9:00 and 9:30 A. M.

Norman withdrew his motion asking that it be discussed some time in cold-blood as a business possibility.

The chairman thought the meeting, although a hard one, had been of great value. He had anticipated before Al came that he and Mr. Hapgood would clash but he hoped we had all learned something and would profit by it.

The meeting was turned into a stockholders meeting with Mr. Wm. P. Hapgood presiding. Mr. Hapgood as president of the company reported that letters had been sent to the holders of common stock suggesting that they change it to preferred stock, although they were not obligated to do so. If they do it will give us a larger percentage of collectively owned common stock that we may use to wipe out the impairment. As it is no dividends can be paid until the impairment is removed. He did not want us to think that anything was being put over. A second reason was that when we are in a position to do so we would be under contract to pay $150 per share for common stock as we must use surplus earnings to buy up common stock. This plan if carried through would relieve us of that responsibility in part if not entirely.

There were some questions and answers on legal aspects of this transfer and on technical points. Ken Lucas moved that as collective owners of common stock we agree to write off that amount of collectively owned common stock in excess of 51 per cent. of the total outstanding common stock.

It was seconded by Mary Lipferd and carried unanimously.

Norman Hapgood as the largest holder of common stock, took the chair to allow Wm. P. to participate in the discussion. Dorothea Nord Holt moved that the present board of directors composed of Wm. P. Hapgood, W. H. Hines, H. E. Herner, C. E. Franz, and Walter Mullen, be re-elected. Dan Donovan jokingly said that in the face of the present deficit that we give them another chance and seconded the motion. They were re-elected by hearty acclamation.

C. W. Knapp again took the chair and Mr. Hapgood presented the resignation of Jack Evans which was accepted unanimously.

Meeting adjourned at 11:00 P. M.

Those who participated in the discussions were: H. E. Herner, W. P. Hapgood, W. Hines, Sr., Kenneth Lucas, Norman Hapgood, Walter Mullen, Glenn Lipferd, Chloe MeHarry, Homer Shelley, Powers Hapgood, Milburn Forth, A. A. Heist, C. E. Franz, John Brophy, Cornell Hewson, A. D. Myers, D. R. Donovan, L. F. Tearney, O. C. Chambers, Geo. Gregory, Lafe Gardner, Albert Hines, Mary Lipferd, Dorothea Nord Holt, C. W. Knapp.

C. C. Meeting, July 22nd

Chairman, Homer Shelley.

Minutes of the meeting of July 1 were read, amplified in one instance, and accepted. The reading of the minutes of July 8 were dispensed with by consent of Council.

Election, secretary—Pressure of other business had prevented Council from considering the selection of a secretary for Council which was past due as the present secretary was on a probation period following Mr. Hapgood's

suggestion that the secretary of Council be not rotated as is the chairmanship. It was moved by Milburn Forth and seconded by Kenneth Lucas that the present secretary retain the position as secretary of Council. The motion carried.

Mr. Hapgood, finance—Mr. Hapgood next spoke on the financial situation as he saw it. He had surmised that some people might be getting the impression that because we had been receiving our paychecks for several consecutive weeks that our financial position had improved and hence we might not conserve our personal financial resources to the limit. We have been meeting payroll out of capital as it has been paid from the sale of tomato soup at less than cost. The day of reckoning is still ahead unless the sales situation improves sufficiently to enable us to sell goods above the cost of production.

He emphasized the wisdom of building a little reserve now, at the expense of payroll if necessary, so that we may be paid a little more regularly a little later otherwise we may find it necessary to skip as many as three checks out of four. He was saying these things as a warning so we might be enlightened on the situation, as he saw it. He believed that no one with knowledge of company finance would deny the authenticity of his prediction. As it was we had already eaten out $70,000 of the capital last year, that is, our stockholders had supported us to that extent. He believed we have no right to live on the capital of the individual stockholders. These statements Howard and Kenneth as members of the Finance Department had the right to support or deny. He insisted that we not hide our head in the sand like the foolish ostrich thus refusing to see the dangers surrounding us. It would be wisdom for each of us to husband his weekly check to the limit and do it quickly, also to support collective effort to make the dollar go farther. He suggested that we experiment with the distribution of other commodities as we were doing with the milk purchased from Riverbrook Farm. In his opinion this collectivist undertaking should be enlarged to include supplies of many kinds.

Howard agreed with the statements of financial condition aptly put by Mr. Hapgood.

Howard's authority—Mr. Hapgood asked regarding the authority given Howard to husband our cash resources. In his opinion Howard had not husbanded them enough and would urge him to do so to a greater extent.

To a question by the chair, Howard assented that in his opinion he had the authority to go as far as necessary to safeguard the business.

Mr. Hapgood reminded us that Howard had violated the agreement of Council when he recently had paid one-half payroll but that he had been in agreement with the action because he knew the needs of some individuals were such that a half-loaf would be much better than none. However he advised that we be more stringent now because there might be a possibility later in the season that we would not be able to pay wages as well as now. He implores that we not live in a fools' paradise.

Al Heist, capital—Al Heist contended that the first charge upon a business is a living for its workers and he would not be willing to sacrifice that in order to protect capital. If we must decrease our own capital we could as well decrease the capital of all. He did not care to argue the question but did not regard private capital any more sacred than group capital.

Mr. Hapgood replied that regardless of where labor came in in priority it would make little difference whether we kept the business going and did not meet payroll out of it or if we cease to keep it going at all as in either case we would not get money from it. He again said we have already attacked capital to the extent of $70,000 in the past year.

Distribution of milk—Arlie reported on the milk distribution from personal observation. He thought we should make more progress in that direction if we could do so and still avoid abuse. It seemed to be a question of finding the point where there would be a minimum of waste on one hand without abusing the morals on the other. He believed we needed a little more time to work out the distribution of milk to see how much we could use to advantage. He was surprised at the number who came at the specified hours on Saturday and Sunday when milk was distributed. As yet we did not seem to be using it to the best advantage but they were trying to supply one quart to each individual who brought a container for it but no doubt some families needed more while others did not. Anyone who maintains a home or assists in doing so had been considered eligible to receive his share of the milk. It was the belief of the committee that it would too nearly approximate charity if more differentiation were made. There presumably were more people who would like to receive milk but had not done so because they felt there were others who needed it more than they. It was the desire of the committee to have more accurate check on the needs of the group.

Dr. Burckhardt said no food is as complete and in the long run as cheap as milk. We were in a position to take care of it as well or better than any milk company from whom we might buy and at about one-half the cost.

Mr. Hapgood suggested that Riverbrook Farm would turn over all of their milk supply if Council decided we could use that much and wished to do so. Ken Lucas said that possibility had been discussed in the farm council and that there were some obstacles as we now are just consuming the surplus milk over the amount the milk pool has agreed to buy from them during this period. At present the base quantity for the next six months is being set

so in Ken's opinion, in justice to the people who operate the farm, we should buy all of their output at a uniform price per gallon or none at all. Several persons spoke concerning what we knew of the situation from the little experience we have had. Leo Tearney suggested that we make further check on needs and the condition in which the milk reached the homes before we make a decision.

Al Heist and Publicity—At the close of last weeks meeting Powers had asked that Council should decide under whose supervision Al Heist should work while Powers is on leave of absence. Wm. Hines did not believe we should have a full time speaker on the road at this time when we are in the present financial position and had so stated in sales meeting where he had not received much support. Ethlyn Christensen suggested that members of the sales group give their idea of the value of that sort of work and the future plans. Dan Donovan thought the question had been sufficiently discussed with apparent accord. Mr. Hapgood had mentioned possibilities in Michigan and had suggested giving Al a rather wide territory. Upon request, for Council's information, Dorothea Nord Holt gave some of her notes covering part of the sales meeting. Mr. Hapgood said public speaking is an effective and powerful weapon but he was not able to give Norman's or Powers' opinion on this particular problem. He did not believe we should build up much of a schedule until we have a better idea of what the fall may bring.

Arlie suggested that although we knew Al was very effective in the field under the present circumstances, it would be best for all concerned for Al to remain in the plant until after the pack and get acquainted. Al was quite in accord with Arlie's suggestion and had requested it some time ago. He had understood Norman Hapgood to have said for him to work toward getting a schedule ready for about October with which he agreed. September is the conference month when he could make contacts with people who would be in a position to get engagements for him when he went into their respective territories. He spoke of our success in Buffalo where almost all of our speaking engagements were made for us by interested people who were not in our employ. He believed we should take advantage of such assistance whenever it is offered us. He felt it would be advantageous to make contacts in September and scheduling should be made for about October. He reminded Billy that he would be able to make approximately his expenses on the road and his salary would be due him whether he were on the road or in the plant so the monetary consideration would not be great. Norman had seemed to advocate his attending conference where he would gain access to key people in cities where we would be likely to have campaigns.

Mr. Hapgood said it was necessary to have sales outlets in territories before speaking engagements were scheduled and in his opinion it was too early now but might not be a month or six weeks hence. He asked that we take no action until we have more information on sales and get in touch with Norman and Powers on what we should spend on advertising at this time. He answered some questions about the activities of Mr. Miller and Mr. Botts.

Al's direction—As there was evidence of misunderstanding Al made himself clear that scheduling for conferences in September should be done now and could be done by correspondence. Getting himself on conference programs would enable him to meet people with whom he could make tentative arrangements for later scheduling and would not necessitate any commitments that could not be cancelled. He wished to take his vacation and then come into the plant for awhile. It was the opinion of Council that we take no action on his direction until he is ready to go out again.

Mr. Hapgood's sales plan—Mr. Hapgood outlined plans for sales work for the next few months. He personally intends to handle the price on tomato products for the next few weeks when he plans to conduct a personal campaign contacting and discussing with our major customers their capacity to handle our tomato products at maximum and minimum prices. He intends to go so equipped as to be able to make special concessions to those of our customers who can be stimulated to move our products completely to the consumer so they will not remain somewhere along the line and return to plague us. We have to get our customers to co-operate with us both on Columbia and private label to get our products into the pantry. He outlined his tentative route for the near future and his plans for salesmen. He expected to keep only 8 or 10 busy on detail work on Columbia label. He was attempting to learn those who are most effective in that field. Wm. Hines, Jr. is needed in the plant and Jack Evans has resigned; he was also sure he would not be using Alexander and Anderson for some time, about others he did not yet know. Bert said he had work in production arranged for the men mentioned and desired to know as early as possible on whom he could depend to be available for work in the plant.

Mr. Hapgood continued, saying, work for Frank Eustis on Columbia label in the Wisconsin territory was pretty well planned. Leo Tearney was to devote all of the time he deemed necessary to Columbia label with Cohen at St. Louis and all other time with private label in his territory. Mr. Hapgood did not want to delegate to him but wanted him to handle Cohen and his P. L. territory without direction and when he needs a campaign he may call on Council or the committee for the assistance of the men not regularly

employed on Columbia label. He wished the greatest freedom from responsibility in Leo's field as he believed Leo capable and effective on Columbia work even though he was not completely sold on it.

Leo was heartily in accord with the plan for several reasons. Unless there is a definite price on tomato products it should be handled by one man and Mr. Hapgood was the logical person to do it. This is the time of year for experimental work and he was delighted because this plan would put Mr. Hapgood in contact with our private label jobbers. He believed he would have time to take care of Cohen and his P. L. territory. He planned to take his vacation soon as there was no particular object in an extended trip on P. L. now.

Mr. Hapgood had planned for Cornell Hewson to be in the plant after he finished his vacation. For obvious reasons he could not use him on Columbia label work for some time, and did not want him to work in his usual P. L. territory until Mr. Hapgood had covered it on the tomato campaign. He thought Hewson had lost heart in his work; the fences in his territory are down, more completely than in any field with the exception of the extreme southwest from which we have withdrawn. He advised that it would be well for Hewson to remain in the plant for a number of weeks. Hewson agreed that Mr. Hapgood was quite right, it probably would be a good thing for him to be in the plant although he did not know how profitable that might be for the plant.

Dan Donovan said he was in accord with the conclusions reached in sales meetings which were about what Mr. Hapgood had presented.

Mr. Hapgood remarked that for once he seemed to have made some statements with which the salesmen agreed.

Miss Franz approved of the program and thought it well for Mr. Hapgood to cover some of the territories that were practically dead.

Al Heist, for Council's information, said that if Mr. Hapgood goes out with an attractive price and gets business that we have not been getting, it will be no reflection on the work of Hewson or another.

State Fair Exhibit—Arlie remarked that if the sales force in the field was to be cut, we could all be volunteer salesmen and do a lot of good boosting and advertising our display at the State Fair. William Hines objected to the time it might take from Arlie's other work, to whom he replied that he would have time to do most of the preliminary work for the display. He probably could be assisted by Albert Armstrong, who Mr. Hapgood said he was planning to use in this market on Columvia Label work. Arlie estimated that it would take one man and two girls all of the time during the display.

Salesmen's Vacation—Arlie and Bert agreed that it would be better for those salesmen who are going to be in the plant for a time to take their vacation now and then report for work in the Reserve Department.

Kenneth Lucas wished that we place in the agenda for future discussion that, on weeks when we receive no pay check, we buy collectively from the farm, produce to be distributed among our employees.

Visitors—Mr. Harwood, an industrial engineer who had been studying the problems of economics for twenty-five years, had been visiting with us for a few days. He expressed extreme interest in our plant and felt it would be a terrible calamity were this business allowed to perish, because many eyes are on us and our existence is of importance to them. He referred to Mr. Hapgood's statement that we conserve to the limit, adding that no sacrifice is too great to keep this going. He feared we are likely to pass through a worse period than we are now experiencing, as economists are expecting a serious crash. He pictured the conditions in New York where millions are without income and charities without funds.

Mr. Balderson, of the University of Pennsylvania, said conditions in Philadelphia were worse than ever before, with some 390,000 unemployed, and the only hope of relief coming from state funds. We were in the best position to be self-sustaining of any company he knew, as we were not so far removed from the soil out of which we could extract much of our living. He expressed surprise and admiration for our parliamentary procedure. He had feared for what might happen to us in time of trouble, but felt assured after he had been in the meeting. He reflected a note of optimism he had heard at Proctor & Gamble's. The price of their raw materials had gone up, which they interpreted to mean a probable indication of financial recovery. The situation is such now that nobody can borrow money. He emphasized the need to keep every dollar we could in our common till, and believed we would profit by saving until it hurts. At best the recovery will be slow and there is a long, slow pull ahead. In that pull, cash will largely be the factor that will make success possible.

Meeting adjourned at 9:00 P. M.

Participants were: Dan Donovan, Milburn Forth, Kenneth Lucas, Howard Herner, Albert Walters, Wm. P. Hapgood, Arlie Myers, Chloe McHarry, A. A. Heist, William Hines, Leo Tearney, Albert Hines, Dr. Burckhardt, Mary Lipferd, Walter Mullen, Ethlyn Christensen, Cornell Hewson, C. E. Franz and H. D. Nord Holt.

C. C. Meeting, July 29th

Chairman, Homer Shelley.

Minutes to be Approved by Council—By special action of the Council, the reading of the minutes of the annual meeting was dispensed with. Recently, for a trial period, minutes have been read to the Council for approval. Howard Herner moved and Albert Hines seconded that minutes of each meeting be read to the Council. Powers believed that there were other ways of finding if minutes were correct and that it was not worth the time consumed to read them in Council. Mr. Hapgood thought it important for them to be read, as it refreshed our memory. The motion was carried.

Minutes of the last Friday night's meeting were read. Amplifications were suggested by Al Heist and Dorothea Nord Holt. Mr. Hapgood gave some explanation to supplement Dorothea's question and the minutes were approved as corrected.

William Hines, Sr., suggested that when minutes are being read, anyone noting a question or correction should ask that the passage be marked, thus saving the time required in looking back for the reference.

Needs Committee—Milk and Distribution of Dents—In the absence of the chairman, Dorothea Nord Holt gave the following report from the Needs Committee: "This meeting was called for the purpose of discussing the distribution of dents and also the distribution of milk, which had already been started." A quotation from the minutes of the meeting of July 8th was read. "As far as the salable goods were concerned, this committee had nothing further to decide about them. As was stated in the minutes of Council, they were to be sold at the price of dents.

"We now have 325 cases of dented goods on hands (practically all No. 1's) and 16 cases 14½ oz. catsup (dark) unsalable.

"After considerable discussion of this problem, it was decided that, effective Tuesday and thereafter on every grocery day, dents would be distributed without charge to any employee placing an order in the grocery box for them. Mrs. Carlisle is to take care of this work, and when she needs more assistance she is to apply to Chloe or the Reserve Department for someone to assist her. Mrs. Carlisle is to have the right to prorate certain items of which we do not have a large stock, and is to keep a record of all items given out on this plan, just as she does now of the dents sold.

"With regard to the milk distribution and consumption, it was agreed to have each leader of the department to make a survey of all members of his department to see if they are getting as much or less milk now than they were the day before they started getting milk from the plant. After this survey has been made and certain figures as to how much milk we will have to have to take care of our needs and as to whether we can use all of the milk which the farm can sell us are obtained, we are to meet with the Farm Committee at the farm to discuss the problem further. We are to meet at 1:00 P. M., Friday, July 29th, after the survey of each one's needs has been made."

The result of the survey to ascertain the needs of the group seemed to indicate that we could use about 150 quarts, while the farm is producing only about 120 quarts per day at the present time. The entire cost per week for the surplus we have been getting, including labor charge and ice, ran about 99 cents per day, including cartage charge on Saturday and Sunday when an extra trip is made to the farm, which made the total cost approximately $12.35 per week.

Mr. Hapgood suggested that we consider, at the present time, only the actual cash outlay, and not charge for labor that would otherwise be wasted. Since there was only a partial report on the distribution of milk, no action was taken on that part of the committee's report. There was some question as to the dispensing of unsalable goods, but as a record will be kept from which we can later make correction if some people seem to be taking undue advantage, the disposition was left to the discretion of Mrs. Carlisle, who takes care of the grocery orders. This part of the recommendation was accepted.

Mr. Hapgood on Credit—Mr. Hapgood wished to present the findings from his recent trip to Chicago before he left for the East. He spoke of the present condition of the business, which is suffering from a loss equivalent to one-fifth of our capital stock due to two major causes, namely, a drastic shrinkage in our sales and a radical difference in prices.

The credit situation is such that we cannot expect to borrow a cent, although he did not believe we would be unduly crowded on our present loans. Our financing institution is in difficulties itself and is having to seek aid to prevent its own liquidation. Canned goods cannot be liquidated over night, and while it is very good long-time collateral, credit institutions are looking for collateral that can be converted into cash quickly. We would be wise to dismiss from our minds any illusion that we may be able to borrow even a dime from a bank. Hysteria and timidity invades the entire financial system, and our only safety seems to be in collective effort. Everyone is too doubtful of what may happen tomorrow to have confidence in any business transactions. We cannot sell because of the frozen money situation. There seemed no use to profess a knowledge of when we might be able to sell enough goods at a sufficient profit to enable us to operate and pay payroll. The price situation is such that when we do sell, it takes vitality out of our very blood stream because we must sell at considerable loss. Never in his experience had Mr. Hapgood sold goods with as great reluctance and as little satisfaction, not because selling is hard, but be-

cause with each sale, although sales are necessary, we are sacrificing our financial life-blood. We are faced with a double problem—we may all live as economically as possible and hope to survive or insist on living as well as we can and face a complete crash. The more we can stretch the dollar by every means at our command, so much the better for us. He considered one of his chief mistakes was not to have made the group see, a year ago, that we should have accepted a 50 per cent. salary and remained on that level of income instead of his having suggested the 60, 70 and 80 per cent. levels. Then Justice Brandeis had so advised him, but he had been timid in converting us to that opinion. Those who have no interest in the soundness of this business six months or a year hence naturally would not be interested in sacrificing to preserve it. We who want to see this experiment through to new health should get down to rock bottom and do it immediately. He indicated as one way our ability to get food at a considerable saving, as well as our being equipped to pack foods for later consumption. As Mr. Balderson had said at last week's meeting, we are in an unusual position to sustain ourselves. We are packing one of the major necessities of life, for which one must pay—food. Air and water one may have free, but few of us can be in a position to have free food. He did not wish to insist that anyone stay with us at too great a cost to mind and body, but if we are to survive, drastic sacrifices should be made at once.

Albert Armstrong indicated that the committee should go further in their investigation of our ability to purchase other items collectively as they were doing with milk.

Dan Donovan Meeting the Situation—Dan Donovan spoke at length, saying that anyone who was doubtful of the authenticity of the picture as set forth by Mr. Hapgood should produce another picture and substantiate it. We are victims of a system which is breaking and have to meet a situation. In his opinion we could better meet it collectively, as a time like this is no time for individualism. Farsighted members of socially minded organizations have predicted this depression as an inevitable outcome of the present system. Others might not agree with that theory, but insomuch as it has come true so far, we should hearken to the opinion that we may expect to face a more serious breakdown than we have yet experienced. We at the Columbia are in a favorable position to survive. He spoke of some of the things that are being done in other less fortunate groups to sustain life and a measure of comfort and suggested co-operating with other organizations in the exchange of commodities. He believed Mr. Hapgood's position unassailable.

Powers and Unemployed Council—Upon request, Powers Hapgood related some experiences he has recently had with the work of the Unemployed Council, newly organized here, but especially helpful in other cities. It is a non-partisan organization, incorporated under the state, which enables unemployed persons to better provide for themselves. They have exchanged labor to farmers and others who could not hire help, for which they received food materials. In some instances they are operating idle machinery loaned to them to produce merchandise which they can exchange for other commodities. Powers was convinced that our problem could be much better met collectively.

Howard Herner asked how we could meet such problems as rent collectively.

Company to Assume All Needs—Mr. Hapgood replied that in his opinion we should take over all needs of our employees as soon as we could. We can buy wholesale more effectively than retail, and we could by patient effort exchange our product for shoes and other necessities if we wish to. If we are willing to make this attempt, we will stand a better chance of survival twelve months hence.

Visitor Speaks—At this point a visitor asked that he might speak. He was amazed at the situation here—the proposal to turn the plant to the purpose of maintaining the life of the employees. He ventured that 75 per cent. of workers would be only too glad to be a member of an institution whose purpose was to maintain the lives of the members as best it could.

Committees Proposed and Financial Statement Asked For—Ethlyn Christensen admitted the blackness on the horizon and advocated that we should have more committees to investigate ways and means of meeting the situation. She also asked if during this period it might not be helpful if we could have a monthly financial statement to advise us of conditions. Mr. Hapgood replied that in time of calm it was well to ask for all of the information possible, but in times of storm there is not an opportunity to give instruction, but that each must act with all of the enlightenment he has and to the best of his ability and trust to the command of those who may have more information on the particular lines involved. In a crisis we can't teach, but must act. With all due respect to the capacity of the group, very few people are able to really interpret a statement of inventory; also that few of us have any idea of how much time and work the preparation of such a statement takes. Ken estimated it to take about twelve days.

Dan said our need now is for co-operation and understanding. The more the group knows the better they will co-operate. He believed a monthly statement, if it could be had without too much difficulty, would help us to know the truth.

Dorothea saw the problem to be too large for the Needs Committee to handle. Albert Armstrong insisted that we get a set-up immediately and get started as soon as possible, for without pay we would not be able to carry our individual burdens long. Al Heist suggested that a committee be appointed to make a survey of the needs and possibility of meeting them.

Howard's Plan—Howard agreed with the picture, but not with the alternative. We have too many committees as it is. He favored placing the business in the hands of a small group of people to be selected by the Council and invested with full power to act until this emergency is over. Wm. Hines, Sr., also did not agree with Mr. Hapgood's suggestion of a solution. He opposed our buying collectively.

Powers' Motion—Powers believed we should first decide if we agreed with the general situation and then work out the details. He moved that it be taken as the sense of the Council that the company provide the food, clothing, rent and necessary bills of the employees in lieu of cash salaries until such a time as we can go back to the old arrangement. Powers did not see this plan as a pleasurable undertaking or as an adventure, but he knew we could have more for our money that way and he believed by so doing we could save the business.

Dan effectively announced that we sink or swim together. Even though the suggested arrangement might not be an easy way, we have built up a relationship here which is very meaningful. We do not live by bread alone, and he believed we stood to gain in collective strength by the program suggested. At least by that route we have a chance to survive.

Howard questioned our ability to save by the proposed method, providing we undertook to pay rents and obligations.

Powers was confident of the savings we could effect by the purchase and preservation of foodstuffs and also in clothing, coal, etc. He agreed that Howard was right on the question of rent, although there probably were things we could do to effect a saving there too.

Taxes—To a question about taxes, Mr. Hapgood replied that they would be a necessary obligation unless we considered it might be better to let them go delinquent and pay the penalty, for in some states compromises and cancellations are being made, and the chances are that the practice will have to become more widespread.

Special Council Meeting—Al Heist seconded Powers' motion and expressed sympathy with Chloe and others who thought we should not decide on the motion hastily, or in the absence of many members of Council. It was suggested that we hold a Council meeting during the week. The production manager desired that we not have it during the working day, but at night. Miss Franz agreed that we should have a full representation so that everyone might have the opportunity of the most complete understanding before we made a decision. Powers reminded us that the idea was not a new one, but had been in the air for months. He realized that the step took courage, and in sympathy with the prevailing opinion that we not decide hastily, suggested another meeting Wednesday night. Ken Lucas moved and Albert Hines seconded that we have special Council meeting Wednesday night. The motion was carried.

Committee Chosen—There was considerable agitation for a committee for the purpose of securing all of the information possible to present at the special meeting. Powers suggested that we should have figures on retail and wholesale costs of food and ideas of how dispensing might be done most equitably. One might use credit slips or some such arrangement so that there might be some choice in the selection of commodities. Al Heist suggested that Howard, Powers and Dan be added to the present Needs Committee, but later withdrew it in favor of a committee selected by Powers, to be composed of William Hines, Howard Herner, Dorothea Nord Holt, Kenneth Lucas, Dan Donovan and Ethlyn Christensen. As Ethlyn had planned to be away on vacation, Chloe replaced her. The committee was accepted.

Mr. Hapgood's Needs, Expenses—Mr. Hapgood has another matter, more personal in nature, which he was privileged to present before he departed on a business trip that would keep him from Council for some time. Were there time to decide upon it, he had planned, beginning next week, to accept no salary if he might be allowed to travel on a needs allowance. Mrs. Hapgood would accompany him, using her car, so both of their needs would be covered by the allowance, enabling them to get along without salary.

Mileage—He also suggested that mileage be reduced immediately to 4 cents or 3½ cents per mile. He had no records to support his conviction, but he knew from experience that the suggested figures would cover all but the elusive item of depreciation. He did not wish to make a profit out of his car. At this time he did not believe others should wish to do so. Until we should decide otherwise he would make the proposed trip traveling on the $4.00 per diem. Mileage could be determined when he returned according to the rate we should decide upon.

Single Men's Salaries—He also proposed that single men traveling for us should not receive salaries at the present time, as they can live on their per diem allowance.

Meeting adjourned at 9:50 P. M.

Participants in the discussion were: Dan Donovan, Wm. P. Hapgood, Ethlyn Chris-

tensen, H. E. Herner, Albert Hines, Powers Hapgood, W. H. Hines Sr., A. A. Heist, H. D. Nord Holt, Chloe MeHarry, Homer Shelley, C. E. Franz, Garnet Lohman, Kenneth Lucas, Albert Armstrong and Walter Mullen.

Special C. C. Meeting, Wednesday, August 3rd

Chairman, Homer Shelley.

Minutes of Friday night's meeting were approved as read.

Ken Lucas' Report—Kenneth Lucas, as chairman, reported from the committee appointed to investigate the possibilities of collective buying.

The committee had met early in the week and worked rather continuously gathering figures and facts. It became apparent from information accumulated that the plan proposed by the motion would prove both inadequate and inappropriate. Although not charged to do so the committee took the authority to bring in an alternative. After nine hours of meetings, the committee submitted the following report presented by Dorothea Nord Holt, secretary.

"Chairman, Ken Lucas; secretary, H. D. Nord Holt; H. Herner, W. H. Hines, Dan Donovan, C. MeHarry, and H. Shelley as chairman of Council ex officio.

As a preface to the deliberations of the committee, Homer read an extract from the Council meeting of July 29th as follows:

'Powers believes we should first decide if we agreed with the general situation and then work out the details. He moved that it be taken as the sense of the Council that the company provide the food, clothing, rent and necessary bills of the employees in lieu of cash salaries until such a time as we can go back to the old arrangement. Powers did not see this plan as a pleasurable undertaking or as an adventure, but he knew we could have more for our money that way and he believed by doing so we could save the business.

'There was considerable agitation for a committee for the purpose of securing all of the information possible to present at the special meeting. Powers suggested that we should have figures on retail and wholesale costs of food and ideas of how dispensing might be done more equitably. One might use credit slips or some such arrangement so that there might be some choice in the selection of commodities. Al Heist suggested that Howard, Powers and Dan be added to the present Needs Committee, but later withdrew it in favor of a committee selected by Powers, to be composed of W. Hines, H. Herner, D. Nord Holt, Ken Lucas and Ethlyn Christensen. As Ethlyn planned to be away on vacation, Chloe replaced her. The committee was accepted.'

Officers for the committee were then selected and Homer Shelley was asked to serve as an ex officio member so that he might be in a better position to chair the special Council meeting where the committee report would be presented and discussed.

After considerable preliminary discussion of the general problem confronting the committee, the following proposal was made so that we might get a basis for payment from which percentages of savings might be figured—both as relating to present payroll and as to savings effective by possible collective purchasing.

Number One Proposal

(A) Minimum figures for each item, as nearly as necessity and information of present prices will permit.

(B) Outside incomes not to influence decisions on amount of payment allowed against any item.

(C) Same allowance to every individual based on status at present, i. e., single, married, children, etc., but *no* difference in payment account intangible difference in social status. In other words, a flat leveling.

(D) Cash payment, if possible, with a repurchase from the company for cash of such commodities as can be purchased collectively to advantage. Possibly some portion of payment might be given in credit slips or slips to be used against company purchases.

A list of necessary expenditures—figures on annual necessities—was decided upon as follows:

1. Rent, including fuel, ice, light, water and gas.
2. Clothing—limited to bare necessities and including repairs.
3. Foods—part of which might be purchased co-operatively and including such household items as soap, matches, cleanser, etc.
4. Insurance (limited), life, auto and fire.
5. Transportation—busses, street cars or gas and oil for auto.
6. School necessities for children (limited).
7. Personal taxes—including pole, auto and furniture (limited).
8. Household furnishings (strictly limited) —including towels, wash-rags, bed clothes, etc., needing replacement.
9. Laundry (limited) and cleaners.
10. Incidentals (limited)—razor blades, shaving soap, hair cuts, etc.
11. Recreation (strictly limited) — includes church or other obligations, newspapers, magazines, chewing gum, cigarettes, tobacco, etc.

Excluded from consideration were the following:

1. Payments on automobiles.
2. Payments on furniture and other accumulated bills.
3. Payments to Credit Union.

Persons with accumulated obligations on these things will have to manage the use of money allowed on other items to cover them.

It is further intended that additional indebtedness shall not be incurred, but that money given be used to meet current expenses.

Taking the *single* person as the first unit, the following allowances were made—*on a weekly basis:*

1.	Board and room — including two meals a day during working days and all meals on Saturday and Sunday when we are not working on those days	$ 7.00
2.	Laundry	.50
3.	Clothing (including cleaners and repairs)	1.00
4.	Transportation	1.25
5.	Personal taxes	.05
6.	Insurance	.50
7.	Recreation	.45
8.	Incidentals	.25
	Total	$11.00

The above includes free meals at plant at noon, Council meetings and overtime.

Man and Wife (4-room house)

1.	Rent (at $20.00 per month)	$ 4.60
2.	Light	.50
3.	Fuel and ice (with coal purchased collectively)	1.00
4.	Gas	.50
5.	Water	.35
6.	Food (including soap, matches, etc.)	4.50
7.	Laundry	.....
8.	Clothing	1.75
9.	Transportation	1.50
10.	Personal taxes	.15
11.	Insurance (life, auto and fire)	.80
12.	Recreation	.85
13.	Incidentals	.50
14.	Household furnishings	1.00
	Total	$18.00

The above includes free meals at plant for employee, milk and dents free, co-operative buying of some commodities.

Man and Wife and One Child (school age)

4-room house		
Same as above		$18.00
Additional for child:		
Food	$1.50	
Clothing	.50	2.00
Total		$20.00

Man and wife and Two Children (of school age and opposite sex)

Same as above		$18.00
Plus five-room house additional rent		1.25
Two children, food and clothing		4.00
Total		$23.25

Man and Wife and Three or More Children

Same as above		$18.00
Plus additional rent		1.25
Three children, food and clothing		4.75
Total		$24.00

A spread sheet chart is to be made of our present payroll based on the above estimates, which will show the amounts allowed in total for each item and against which later estimates on percentages of savings can be made for collective buying.

If we attempt collective purchasing of all items, a number of charges will have to be considered, including handling and bookkeeping records. After a good deal of discussion it was the opinion of the committee that we should enter the field of collective buying with a good deal of caution so as to be sure we shall not be losing more than we think we are saving. However, when collective buying can be done to advantage, we should follow that course, and we should continue to explore avenues where such purchases can be made. It was mentioned, too, that we should not overlook exploring any possibilities for exchange of our goods for commodities we may need.

A point was made of the difficulties we may get into with our customers if we attempt wholesale buying on a large scale and the possible bad effect this may have on our sales.

In this connection the three fields to be considered are:

(a) Wholesale purchases and redistribution through the company.

(b) Exchange of commodities.

(c) Free distribution of our own products, both factory and farm.

A partial list of articles was prepared so that we might get estimates of wholesale prices and compare these with prices now being paid by our group.

Excluded from this list were such things as were perishable because we do not have refrigeration facilities to handle them at present.

It was not possible to obtain figures on clothing at once and the item of possible rent reductions was mentioned, but it was the consensus of opinion that not much could be done by the company on that item. A later investigation of this matter can be made if Council so desires.

It was thought advisable to submit several proposals to Council for its consideration and allow the course of immediate course of action to the majority vote of that body.

The second proposal discussed was that we ask each person on the payroll to submit an estimate of the absolute minimum amount of income needed by him to 'get by' on for a period of the next three months, and that we then pay those amounts—effecting, of course,

whatever savings could be made through collective action.

The third proposal was that for the period of August and September we pay five of the nine weeks' payroll involved, and skip four. This latter plan would make our incomes 35 per cent. of 1930 levels for the period involved.

The committee favored unanimously the adoption of the third proposal with the understanding that we would do all we could to find out ways and means for carrying on as effective program as possible for group saving.

It was not possible to see what actual conditions might arise during or beyond the period involved or whether our incomes might have to be still further reduced.

The proposition of free meals to employees at noon, Council meetings and overtime is intended for immediate adoption. The free distribution of dents, etc., will continue. The milk distribution matter will be gone into further and extended as soon as possible if that seems advisable.

The committee does not intend to submit this report as in any sense final or complete, but it does offer it as a preliminary. It admits that it did not stick to strict discussion of the motion proposed at the Council meetings, but found it advisable to discuss ways and means that seem practical at the moment."

The Spread Sheet—The committee's report was made in as impersonal a manner as possible in the attempt to avoid personal emotions. Homer added that they had prepared a spread sheet, breaking down the expenditures as of the group on an annual basis as follows:

TOTAL AMOUNT SPENT FOR EACH OF THE FOLLOWING ITEMIZED EXPENSES PER WEEK

Room and board	$ 400.00
Laundry	28.00
Clothing	180.25
Transportation	175.50
Personal taxes	13.45
Insurance	84.80
Recreation	85.55
Incidentals	49.50
Rent	369.10
Light	35.50
Gas	35.50
Water	24.85
Fuel and ice	71.00
Food	319.50
Household furnishings	71.00
Food (one child)	121.25
Clothing (one child)	47.50
Total	$2,113.25

As against $2,585.05—saving $471.80

Under the leveling process, i. e., on the basis of $11.00 for single people to $24.00 for a family of five, the saving over present payroll, if paid in full every week, would be $471.80 per week.

Dan Donovan on Committee Action—Dan Donovan, as a member of the committee, said they had approached the problem from Powers' motion, but found there were practical difficulties to the carrying out of that plan. However, they do not preclude seeking means of collective purchasing. They found difficulties mainly in the items such as rent, public utilities, personal insurance, etc. We were approaching this problem for the purpose of effecting a saving, and under the committee's estimate on a minimum of expenditures and with a complete leveling process which places each individual on equal pay according to his status, only $471.80 would be saved. Recently we have been unable to pay normal salaries, so we would expect not to be able to meet this arrangement. It was the belief of the committee that individuals, by ingenuity, might be able to effect savings and get along on less than the company could plan for them. In the interest of immediate economy they favored payment in cash of five checks out of nine, to be paid on the present salary level over the next nine weeks. Under any arrangement, the individual would need some cash for minor purchases and outside obligations. This plan, they felt, would provide some cash and not close the door to advantageous purchasing or exchange of commodities that might amplify the purchasing power of the dollars. With scheming on the part of the individual supplemented by collective buying, they believed we could get by. Dan suggested some wholesale buying providing it would not embroil us with our jobbers. Dan endorsed the theory of collective buying. Chloe added that the proposed five checks out of nine would save $10,400.00.

Discussion on Report—Powers asked how the figures for rent had been arrived at, suggesting that they were incorrect, as some people in the organization were living rent free and others practically so. Homer explained that the figures were reached on status and not on personal survey, so there was a chance for discrepencies, but there would have to be seven families living free rent to bring a saving on the first proposed plan up to $500.00 a week. To a question about the collective purchase of rent from a real estate company, Ken replied that it has been discussed, but we are in no position to guarantee rent and there would be other difficulties. Among suggestions, Chloe anticipated with free meals and other possibilities the saving from the first plan might not be $400.00. The committee was unanimously in favor of plan three, but did not wish to block any discussion.

Plan one would cause us to be paying out more money than we have been doing, as Howard reported that we have skipped three and one-half checks out of ten. Miss Franz suggested that if anyone could get along on less than the company was paying them they should feel free to turn it back to the company, which she would be willing to do during the time she is living rent free at the farm. Howard reported the following letter from Frank Eustis.

"Dear Howard:

"My wife and I have discussed the matter of our salary check. For a time until we let you know otherwise, we will be able to live on our expense check. We are enclosing the last salary check which we turn back in.

"Sincerely,

FRANK EUSTIS."

Howard had replied with appreciation of this action taken by them, of which the Council heartily approved. Arlie expressed his appreciation of Frank's attitude and his willingness to co-operate, adding that this group is willing to go the limit. He favored us getting whatever salary the company could give us in cash, with which each would meet his own problems as best he might. He thought we were willing to do our best and would stick and see it through.

Red Knapp expressed the opinion that five out of nine checks best meets the need of the company, although it will call for more than strict economy on the part of the employee. He was interested in exploring the possibilities of co-operative buying more thoroughly and in detail to ascertain if we could not buy and sell to the employees for less than retail prices, thus effecting a saving for us as a part of the company's saving. He desired information as to the advisability of canning vegetables, fruit, and even slaughtering and preserving meats, thus using surplus labor here, also the possibility of stocking a store here where employees could buy at cost. He knew of some organizations from whom we could receive clothing such as overalls and aprons in exchange for soup. There might be others.

W. Hines agreed with Red, but felt we would get into all kinds of difficulties due to individual differences and preferences. It was recalled that we have continually had collective buying in a small way. It was suggested that we might exchange soup for other commodities with some of our jobbers, but to no profitable purpose, as that would not induce them to buy more soup than they would buy otherwise. At present everyone is selling at a close margin, so little saving can be made that could not be effected in the home by careful shopping and quantity buying. If we could buy in large enough quantities to get carload rates from manufacturers, we would be in a better position to make profitable savings.

Packing for Our Own Consumption—Albert Hines gave his reaction to our packing other products for our own consumption. He believed there would be little saving on meat, which would have to be packed under government supervision. We would do better to buy it and cook it at home. Canned foods are always more expensive, as the cost of cans is often more than the cost of the contents.

Albert Armstrong anticipated the problems of financing a pack of vegetables at approximately the same time as our tomato pack.

Powers' Objection—Powers was not satisfied for several reasons. He was concerned because the committee's estimate of minimum standards of living was higher than we have been getting and hence higher than we can expect to get. He did not think we could get by on the third proposal without undue hardships. In another sixty days, when a number of people may have dropped out, we might favor a dictatorship as had been suggested and lay people off. He did not think the committee realized that possibility when they made the recommendation. He would not have opposed the plan had he felt any assurance that Red's proposal would be carried out.

He was not assured that the prices quoted were the best that could be gotten; if so, how were wholesalers and retailers living? He wished to point out the dangers in the third plan. We have not gotten down where we can get the most for our dollar and he feared for what might happen sixty or ninety days hence when our morale will likely be lower. When he recommended a commissary basis he did not mean a basket of food, rather he preferred that we have credit and use our own discretion as to how we use it. He wanted to be assured we would do all we could towards collective buying, as he did not wish us to overlook any saving we could make. By doing otherwise we were only postponing the issue.

Ken replied that the committee had tried to be fair, albeit the prices had been gotten hastily. Both he and Billy felt Powers had lost sight of some of the phases of the recommendation. The thing Powers was contending for was included in Plan No. 3. It was the plan of the committee to probe and negotiate, but one could not set up a commissary tomorrow without facing practical difficulties which might cause more loss than gain. Billy believed we would have to educate the employees to buy the things on which we could save and co-operate in that matter, as we all wanted to save, for the employees and the company is all the same.

Motion to Accept Plan No. 3—Arlie commended the committee for the fine work they had done in the limited time. He moved that we accept Plan No. 3, namely, that for the period of August and September we pay five of the nine weeks' payroll involved, and skip four, as recommended unanimously by the committee, and charge the committee to continue to act. We have heretofore jumped into things before we knew what we were about

and don't want to do so now. Red favored the committee continuing to act and suggested that some one person not overburdened by work to be made responsible for getting data on the savings we can really make by collective purchasing. Howard replied that this proposition of the committee makes us take the quick action that both Powers and Red were contending for, and the inclusion in the motion that the committee to function showed the intention of getting results. Arlie's motion was seconded.

The chair questioned the parliamentary procedure of entertaining the motion, as Powers' motion from last week was still before the house. Powers was willing to withdraw his motion in favor of one with teeth in it that would give him assurance that something would be done speedily along the line of Red's suggestion. The motion was carried unanimously.

Arlie emphasized that although the proposal included free meals, they were only for employees.

Motion Charging Committee—Walter Mullen moved that the committee also be charged to bring in a definite recommendation during and preferably before the end of the nine-weeks' period as to what we may expect to do thereafter. It was seconded and carried unanimously.

Miss Franz's suggestion that the committee be instructed to find ways of obtaining prices and carrying out collective purchasing was taken by consent.

Powers wished a report from the committee not later than a week from Friday night, to which Ken replied that they expected to report before then, as they were continuing their work in a meeting Thursday morning.

The meeting adjourned at 8:30 P. M.

Participants in the meeting were as follows: Ken Lucas, Dorothea Nord Holt, Bert Hines, Albert Armstrong, Miss Franz, Dan Donovan, Chloe McHarry, Powers Hapgood, Billy Hines, Mable Knapp, Garnet Lohman, Walter Mullen, Arlie Myers, C. W. Knapp and Cornell Hewson.

A doctor was called to see a very testy patient. "Well, sir, what's the trouble?" he asked, cheerfully. "That, sir, is for you to find out," retorted the sick man. "Oh, I see," replied the doctor thoughtfully. "Please excuse me while I phone for a friend of mine—a veterinarian. He's the only kind of doctor I know who can make a diagnosis without asking the patient questions."

Willie was being measured for his first made-to-order suit of clothes. "Do you want the shoulders padded, my little man?" inquired the tailor.

"Naw," said Willie, "pad the pants."

A farmer once asked the editor of a country paper for advice, as follows: "I have a horse that at times appears normal, but at other times is lame to an alarming degree. What shall I do?"

The reply came: "The next time your horse appears normal, sell him!"

Teacher (in geography class): "Can anyone tell me where Pittsburgh is?"

Small Voice (in rear): "Please, ma'am, they're playing in Chicago."

"Until the world is disarmed, peace will be insecure. Work done for disarmament is work for consolidation of peace."

Foreign Minister Dino Grandi.

"With love, then, let us effect our reorganization. With love let us purify. Love is the eternal revolutionist."

Kagawa—Japan.

Mother: "Elsie's natural history lessons are teaching her to think independently."

Father: "What do you mean?"

Mother: "She says she's convinced that it wasn't a cow that jumped over the moon, it was a kangaroo."—*Boston Transcript.*

Willie (breaking the news to mother, who had just arrived home): "Mother, you know that eighty-two-piece dinner set you got for Christmas?"

"Yes, dear."

"Well, it's a seventy-eight-piece set now."—*Toronto Globe.*

Two little boys were talking. One said to the other: "Aren't ants funny little things? They work and work and never play."

"Oh, I don't know about that," replied the other. "Every time I go on a picnic they are there."—*Christian Register.*

Wife's Mother (to gardening son-in-law): "I hope you're being careful when you dig up a worm, Richard. Remember it can feel and think just as well as you can."

Old Block: "When I was a little boy your age I didn't tell lies."

Chip: "How old were you when you started, pop?"